



**UUE HOLDINGS BERHAD**  
Registration No. 202201026669 (1472366-A)

UUE HOLDINGS BERHAD



ANNUAL REPORT 2026



**UUE HOLDINGS BERHAD**  
202201026669 (1472366-A)

- 📍 No.55 & 57, Jalan Teratai 7, Taman Johor Jaya, 81100 Johor Bahru, Johor, Malaysia.
- ☎ +607 355 0028
- ✉ info@uue-holdings.com
- 🌐 www.uue-holdings.com

**Our Subsidiaries**



**Kum Fatt Engineering Sdn. Bhd.**  
200901003119 (846046-M)  
Underground Utilities Engineering Solutions



**Konnection Engineering Pte. Ltd.**  
200901033W  
Underground Utilities Engineering Solutions



**Premier Plastic Industry Sdn. Bhd.**  
201701010598 (1224763-D)  
Manufacturing and trading of HDPE pipes



**JL Global Invision Sdn. Bhd.**  
202301005112 (1499031-U)  
Underground Utilities Detection Services



**Enerxite Sdn. Bhd.**  
202501022234 (1623647-T)  
EPC for Solar Photovoltaic Systems and Investment in Solar Plant

- 📍 No.55 & 57, Jalan Teratai 7, Taman Johor Jaya, 81100 Johor Bahru, Johor, Malaysia.
- ☎ +607 355 0028
- ✉ info@kumfatt.com
- 🌐 www.kumfatt.com

- 📍 39 Woodlands Close, MEGA@Woodlands, #03-66, Singapore 737856
- ☎ +65 6464 9718
- ✉ info@konnection.sg
- 🌐 www.konnection.sg

- 📍 Lot PTD 204684, Batu 13 1/2, Taman Sungai Tiram, 81800 Ulu Tiram, Johor, Malaysia.
- ☎ +607 861 5373
- ✉ info@ppi.asia
- 🌐 www.ppi.asia

- 📍 No.43, Jalan Teratai 7, Taman Johor Jaya, 81100 Johor Bahru, Johor, Malaysia.
- ☎ +607 357 8532
- ✉ info@jglobal.com.my
- 🌐 www.jlglobal.com.my

- 📍 No.45, Jalan Teratai 7, Taman Johor Jaya, 81100 Johor Bahru, Johor, Malaysia.
- ☎ +607 586 3647
- ✉ info@enerxite.com.my
- 🌐 www.enerxite.com.my

**ANNUAL REPORT 2026**



# TABLE OF CONTENTS

## **CORPORATE OVERVIEW**

- 2 About Us
- 4 Corporate Information
- 5 Corporate Structure

## **PERFORMANCE REVIEW**

- 6 Financial Highlights
- 8 Management Discussion and Analysis

## **LEADERSHIP**

- 15 Directors' Profile

## **SUSTAINABILITY AND GOVERNANCE**

- 23 Sustainability Statement
- 72 Audit and Risk Management Committee Report
- 79 Corporate Governance Overview Statement
- 92 Statement on Risk Management and Internal Control
- 100 Additional Compliance Information

## **FINANCIAL STATEMENTS**

- 104 Directors' Report
- 111 Statement by Directors
- 111 Statutory Declaration
- 112 Independent Auditors' Report
- 116 Statements of Financial Position
- 117 Statements of Profit or Loss and Other Comprehensive Income
- 119 Consolidated Statement of Changes in Equity
- 121 Statement of Changes in Equity
- 122 Statements of Cash Flows
- 125 Notes to the Financial Statements

## **ADDITIONAL INFORMATION**

- 168 Disclosure of Financial Data for Shariah Screening
- 170 Analysis of Shareholdings
- 173 Analysis of Warrant Holdings
- 176 Notice of Third Annual General Meeting
  - Form of Proxy

## ABOUT US

**UUE Holdings Berhad** is principally an investment holding company, listed on the ACE Market of Bursa Malaysia Securities Berhad since 2 July 2024. Through our subsidiaries, we are principally involved in three business segments, which include provision of underground utilities engineering solutions, manufacturing and trading of high-density polyethylene (“HDPE”) pipes as well as engineering, procurement, construction and commissioning (“EPCC”) of solar photovoltaic (“PV”) systems.

Business segments	Underground utilities engineering solutions	Manufacturing and trading of HDPE pipes	EPCC of solar PV systems
Industry coverage	<ul style="list-style-type: none"> <li>Electricity</li> <li>Telecommunications</li> </ul>	<ul style="list-style-type: none"> <li>Electricity</li> <li>Telecommunications</li> <li>Water</li> </ul>	<ul style="list-style-type: none"> <li>Commercial and Industrial</li> <li>Residential</li> </ul>
Geographical Presence	Malaysia and Singapore		Malaysia

### Underground utilities engineering solutions

Since our inception in 2009, underground utilities engineering has remained our core business segment and primary revenue contributor. Over the years, we have developed strong technical expertise and execution capabilities in delivering comprehensive underground infrastructure solutions for the electricity and telecommunications sectors across Malaysia and Singapore.

We specialise in the trenchless Horizontal Directional Drilling (“HDD”) method for underground pipe and cable installation, serving both onshore and offshore environments. The Group further expanded its service offering to include subsea HDD solutions, marking an important milestone in expanding our capabilities into the marine and subsea engineering space. This complements our established onshore HDD expertise and positions the Group to pursue opportunities across both land and marine scopes, enabling us to offer a more comprehensive, end-to-end service offering.

Our HDD solutions minimise surface disruption, reduce environmental impact and enhance infrastructure deployment efficiency. In addition, we undertake open cut and micro trenching excavation methods to cater to diverse project requirements and various ground conditions.

These core engineering solutions are supported by a comprehensive range of complementary services, which include power cable installation, telecommunication outside plant (“OSP”), fiber to the home (“FTTH”), underground utility detection mapping (“UUDM”), tracing, gyroscope mapping and geographical information system (“GIS”).

Our clientele primarily comprises a prestigious portfolio of utility providers, Tier 1 contractors, and leading property developers. We serve as a critical partner in the development of national infrastructure, supporting the backbone of the electricity, telecommunications, and water sectors. By delivering essential services to these high growth industries, we ensure a resilient project pipeline anchored by the ongoing demand for modernised utility networks and urban development.



HDD



Open cut



Micro trenching



Power cable installation



Gyroscope mapping



UUDM

## ABOUT US (continued)

### Manufacturing and trading of HDPE pipes

In 2019, we expanded our group's operations into the manufacturing of HDPE pipes. This vertical expansion allows us to capture greater value within the supply chain, ensuring a stable and cost effective supply of high quality pipes for our internal projects while catering to an expanding external customer base across Malaysia and Singapore.

Our HDPE pipes can be used for critical infrastructure applications, including electrical conduits, telecommunications ducting, and water supply systems. To maintain the highest levels of durability, reliability, and safety, our manufacturing processes are strictly aligned with international and national benchmarks. Our HDPE pipes and facilities are certified compliant to the standards of ISO 4427-2 : 2019, MS 1058 : Part 2 : 2023, SIRIM 52 : 2022, SIRIM 63 : 2023, ISO 9001 : 2015 and ISO 14001 : 2015.



### EPCC of solar PV systems

In line with our commitment towards long-term sustainable growth, we ventured into the renewable energy sector in 2025, through the provision of engineering, procurement, construction and commissioning ("EPCC") of solar photovoltaic ("PV") systems. This business segment focuses on delivering sustainable and efficient solar energy solutions for commercial and industrial buildings as well as residential properties.



## OUR VISION AND MISSION

### Vision

- We aspire to become a leading international provider of underground utilities engineering solutions and a premier manufacturer of high quality HDPE pipes.
- To drive a carbon-free future by harnessing the power of the sun, reducing reliance on fossil fuels and preserving the environment for future generations.

### Mission

- To achieve excellence in project execution, quality, reliability, safety, and operational efficiency for total customer satisfaction.
- To consistently enhance our competitiveness and deliver growth to our shareholders and fulfilment of our corporate social responsibility.
- To nurture and develop our highly valued human capital fostering a culture of professional growth that creates long term value for both our business and our stakeholders.

## CORPORATE INFORMATION

### BOARD OF DIRECTORS

**Lee Chye Tee**

Independent Non-Executive  
Chairman

**Datuk Dr. Ting Kok Hwa**

Managing Director

**Hin Wai Mun**

Executive Director

**Chong Tuoo Choi**

Executive Director

**Vincent Wong Soon Choy**

Executive Director

**Ng Lee Thin**

Independent Non-Executive  
Director

**Latha A/P Dhamodaran Pillay**

Independent Non-Executive  
Director

**Goh Lei Lei**

Independent Non-Executive  
Director

### AUDIT AND RISK MANAGEMENT COMMITTEE

**Ng Lee Thin** (Chairman)

**Latha A/P Dhamodaran Pillay**

**Goh Lei Lei**

### NOMINATING COMMITTEE

**Latha A/P Dhamodaran Pillay** (Chairman)

**Ng Lee Thin**

**Goh Lei Lei**

### REMUNERATION COMMITTEE

**Goh Lei Lei** (Chairman)

**Ng Lee Thin**

**Latha A/P Dhamodaran Pillay**

### COMPANY SECRETARIES

**Pow Juliet**

(MAICSA 7020821 / SSM Practicing  
Cert. No. 202008001248)

**An Yu Qing**

(MAICSA 7076459 / SSM Practicing  
Cert. No. 202108000205)

### PRINCIPAL PLACE OF BUSINESS

No. 55 & 57, Jalan Teratai 7,

Taman Johor Jaya,

81100 Johor Bahru, Johor.

Tel: +607-3350 028

Fax: +607-3510 145

Email: [info@uue-holdings.com](mailto:info@uue-holdings.com)

Website: [www.uue-holdings.com](http://www.uue-holdings.com)

### REGISTERED OFFICE

Suite 5.11 & 5.12, 5th Floor,

Menara TJB,

No. 9, Jalan Syed Mohd. Mufti,

80888 Ibrahim International Business

District, Johor.

Tel: +607-2242 823

Email: [plc@cisgroup93.com](mailto:plc@cisgroup93.com)

### SHARE REGISTRAR

**AscendServ Capital Markets Services Sdn. Bhd.**

[Reg No. 202401031272 (1577121-P)]

Office Suite No. 603 Block C,

Pusat Dagangan Phileo Damansara 1,

No. 9, Jalan 16/11,

Off Jalan Damansara,

46350 Petaling Jaya, Selangor.

Tel: +603-7890 0238

Email: [investor.enquiry@ascendserv.com](mailto:investor.enquiry@ascendserv.com)

### AUDITORS

**BDO PLT**

201906000013 (LLP0018825-LCA) & (AF 0206)

Suite 18-04, Menara Zurich,

15 Jalan Dato' Abdullah Tahir,

Taman Abad, 80300 Johor Bahru, Johor.

Tel: +607-3319 815

### SPONSOR

**M & A Securities Sdn. Bhd.**

[Reg No. 197301001503 (15017-H)]

45 & 47, Levels 3 and 7,

The Boulevard, Mid Valley City,

Lingkar Syed Putra, 59200 Kuala Lumpur

Tel: +603-2284 2911

### PRINCIPAL BANKERS

Alliance Bank Malaysia Berhad

Hong Leong Bank Berhad

HSBC Bank Malaysia Berhad

OCBC Bank (Malaysia) Berhad

United Overseas Bank (Malaysia) Bhd.

Malayan Banking Berhad

RHB Bank Berhad

Bank Islam Malaysia Berhad

### STOCK EXCHANGE LISTING

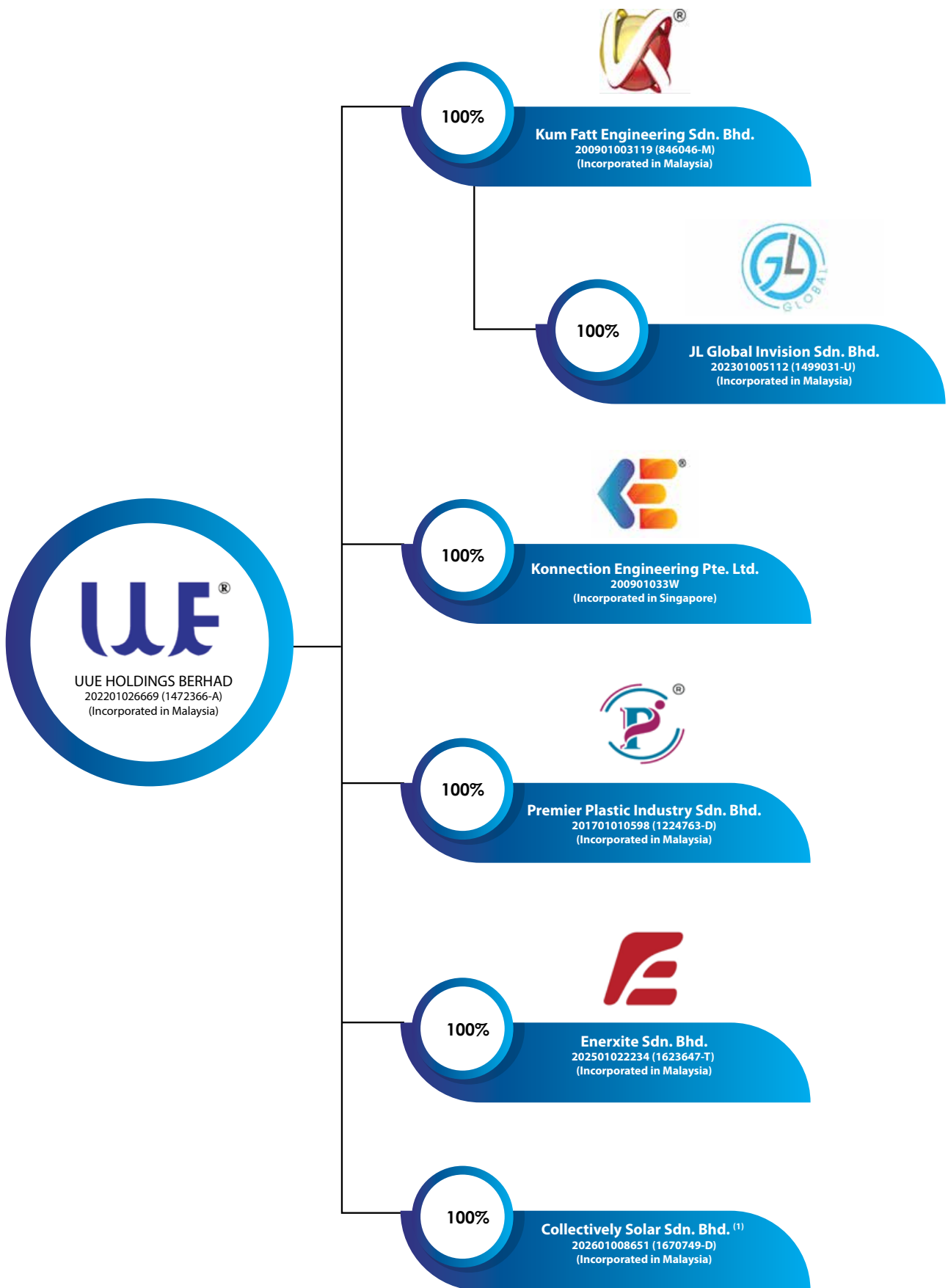
ACE Market of Bursa Malaysia Securities Berhad

Stock Code : 0310

Stock Name : UUE

Date of Listing : 2 July 2024

# CORPORATE STRUCTURE



Note:

<sup>(1)</sup> Collectively Solar Sdn Bhd was incorporated on 3 March 2026. The company has yet to commence business.

## FINANCIAL HIGHLIGHTS

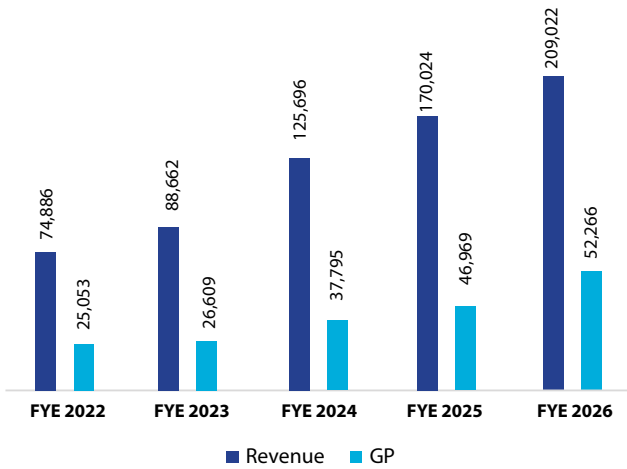
		FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026
<b>Financial Results</b>						
Revenue	<b>(RM'000)</b>	74,886	88,662	125,696	170,024	209,022
Gross Profit ("GP")	<b>(RM'000)</b>	25,053	26,609	37,795	46,969	52,266
Profit Before Tax ("PBT")	<b>(RM'000)</b>	18,565	17,174	21,236	30,194	<sup>(1)</sup> 29,883
Profit After Tax ("PAT")	<b>(RM'000)</b>	14,567	14,117	15,907	22,972	<sup>(1)</sup> 21,976
Profit After Tax After Minority Interest ("PATAMI")	<b>(RM'000)</b>	14,567	14,117	15,907	22,972	<sup>(1)</sup> 22,404
Earnings Before Interest, Tax, Depreciation & Amortisation ("EBITDA")	<b>(RM'000)</b>	21,846	21,176	26,450	36,143	<sup>(1)</sup> 36,982
Total Assets	<b>(RM'000)</b>	71,598	85,792	119,361	179,761	230,122
Total Equity	<b>(RM'000)</b>	35,765	48,506	62,879	113,097	133,447
Total Liabilities	<b>(RM'000)</b>	35,833	37,286	56,482	66,663	96,674
Cash And Bank Balances	<b>(RM'000)</b>	9,588	15,273	18,149	25,071	15,594
Total Borrowings and Lease Liabilities (excluding lease liabilities arising from lease of premises)	<b>(RM'000)</b>	20,740	23,381	28,684	36,215	50,063
<b>Financial Ratios</b>						
GP Margin	<b>(%)</b>	33.45	30.01	30.07	27.62	25.00
PBT Margin	<b>(%)</b>	24.79	19.37	16.89	17.76	<sup>(1)</sup> 14.30
PAT Margin	<b>(%)</b>	19.45	15.92	12.66	13.51	<sup>(1)</sup> 10.51
PATAMI Margin	<b>(%)</b>	19.45	15.92	12.66	13.51	<sup>(1)</sup> 10.72
EBITDA Margin	<b>(%)</b>	29.17	23.88	21.04	21.26	<sup>(1)</sup> 17.69
Effective Tax Rate	<b>(%)</b>	21.54	17.80	25.09	23.92	<sup>(1)</sup> 26.46
Return On Equity	<b>(%)</b>	40.73	29.10	25.30	20.31	16.47
Gearing Ratio	<b>(times)</b>	0.58	0.48	0.46	0.32	0.38
Net Gearing Ratio	<b>(times)</b>	0.31	0.17	0.17	0.10	0.26
<b>Revenue by Business Segment</b>						
Underground Utilities Engineering Solutions	<b>(RM'000)</b>	68,596	79,720	112,719	147,570	186,633
Manufacturing and Trading of HDPE pipes	<b>(RM'000)</b>	6,290	8,942	12,977	22,454	20,976
EPCC of solar PV systems	<b>(RM'000)</b>	-	-	-	-	1,413
<b>Revenue by Geographical Market</b>						
Malaysia	<b>(RM'000)</b>	57,278	65,774	95,374	144,264	184,253
Singapore	<b>(RM'000)</b>	17,608	22,888	30,322	25,760	24,769

Note:

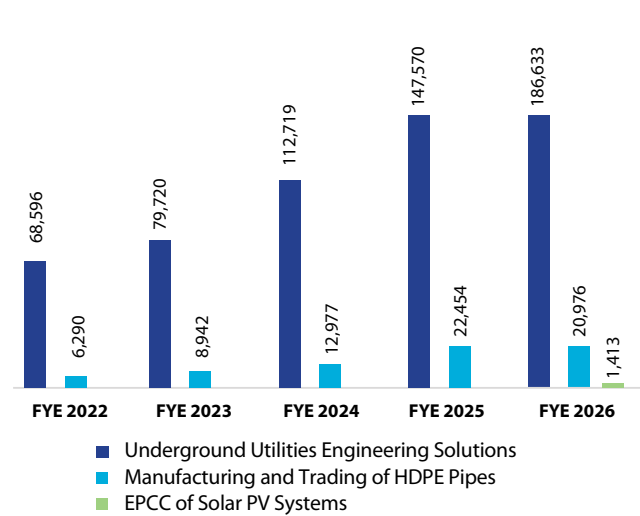
- <sup>(1)</sup> The adjusted PBT, PAT, PATAMI and EBITDA for the FYE 2026 were computed after adding back the one-off ESOS expenses of RM12.5 million. Accordingly, the PBT margin, PAT margin, PATAMI margin and EBITDA margin and effective tax rate for FYE 2026 were also computed based on the adjusted figures after adding back the one-off ESOS expense.

# FINANCIAL HIGHLIGHTS (continued)

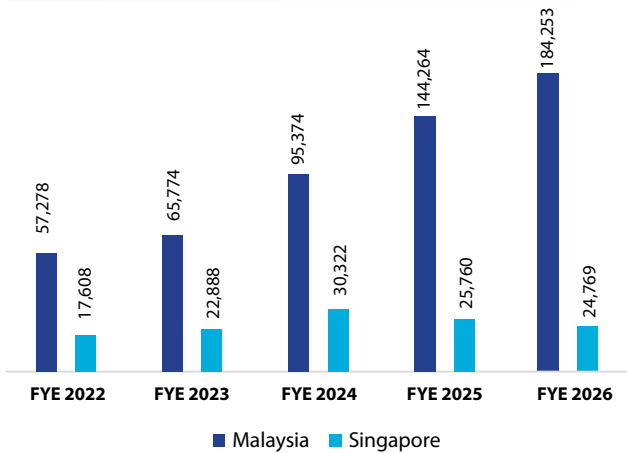
## REVENUE AND GP (RM'000)



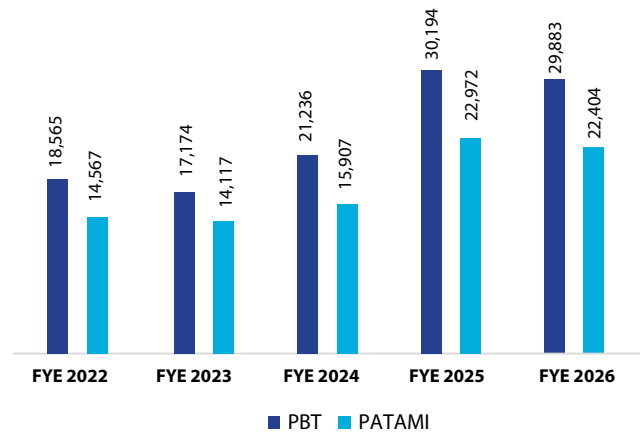
## REVENUE BY BUSINESS SEGMENT (RM'000)



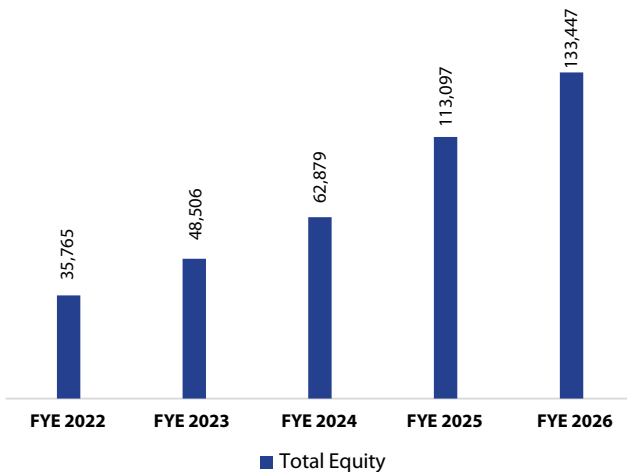
## REVENUE BY GEOGRAPHICAL MARKET (RM'000)



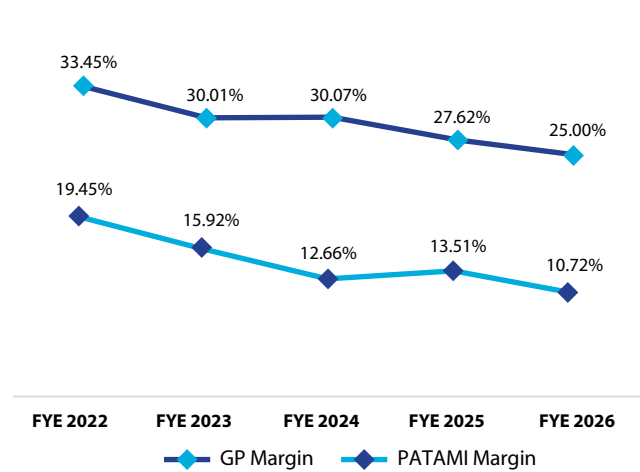
## PBT AND PATAMI (RM'000)



## TOTAL EQUITY (RM'000)



## GP AND PATAMI MARGIN



## MANAGEMENT DISCUSSION AND ANALYSIS

On behalf of the Board of Directors of UUE Holdings Berhad (“UUE” or “the Group”), we are pleased to present this Management Discussion and Analysis (“MD&A”) outlining the financial and operational performance of UUE and its subsidiaries for the financial year ended 28 February 2026 (“FYE 2026”).

FYE 2026 marks the Group’s first full financial year as a listed corporation following its successful listing on the ACE Market of Bursa Malaysia Securities Berhad on 2 July 2024.

Supported by robust demand for underground utilities engineering works, resilient contributions from the HDPE pipe segment and the strategic commencement of new renewable energy ventures, the Group achieved record-breaking revenue in FYE2026 while continuing to strengthen its operational and financial foundation for long-term sustainability.

During the financial year under review, the Group remained focused on strengthening its operational capabilities, expanding its project execution capacity and enhancing long-term shareholder value. In line with this momentum, the Group continued to execute its post-listing expansion plans progressively through the deployment of additional machinery and equipment, scaling of workforce, deepening of its market presence in both Malaysia and Singapore, and broadening of its service offerings into renewable energy solutions.

### OVERVIEW OF BUSINESS AND OPERATIONS

The Group is principally engaged in three core business segments, namely underground utilities engineering solutions, manufacturing and trading of high-density polyethylene (“HDPE”) pipes as well as commissioning (“EPCC”) of solar photovoltaic (“PV”) systems.

As at 28 February 2026, the Group comprised five subsidiaries, where four subsidiaries are incorporated in Malaysia and one subsidiary in Singapore, reflecting the Group’s cross-border operational reach and regional footprint.

The Group’s overarching objective remains to achieve sustainable business growth and create long-term shareholder value. In line with this objective, the Group continues to pursue the following key business strategies:

- (i) Continues to grow and strengthen the Group’s regional presence across Peninsular Malaysia particularly in the northern, east coast and southern regions as well as in Singapore, through the expansion and delivery of its electricity supply and telecommunications project portfolio including securing of its first sub-sea horizontal directional drilling (“HDD”) contract during the financial year, which is expected to contribute to the Group’s revenue in the financial year ending 28 February 2027. Concurrently, we will actively be participating in tenders and/or requests for quotations for HDD projects across both Malaysia and Singapore;
- (ii) Enhances the Group’s financial resilience through effective cost optimisation, efficient project delivery and disciplined capital management; and
- (iii) Continues to prioritise human capital development and advanced technology adoption to elevate operational capabilities, drive productivity and support the Group’s long-term sustainable growth.

## MANAGEMENT DISCUSSION AND ANALYSIS (continued)

### REVIEW OF FINANCIAL RESULTS

<b>GROUP FINANCIAL RESULTS</b>	<b>FYE 2026 RM'000</b>	<b>FYE 2025 RM'000</b>
Revenue	209,022	170,024
Gross profit ("GP")	52,266	46,969
Profit before tax ("PBT")	17,375	30,194
Adjusted PBT	<sup>(1)</sup> 29,883	30,194
Profit after tax ("PAT")	9,468	22,972
Adjusted PAT	<sup>(1)</sup> 21,976	22,972
Adjusted Profit After Tax After Minority Interest ("PATAMI")	<sup>(1)</sup> 22,404	22,972
GP Margin (%)	25.0	27.6
PBT Margin (%)	8.3	17.8
PAT Margin (%)	4.5	13.5
Adjusted PAT Margin (%)	<sup>(1)</sup> 10.5	13.5
Adjusted PATAMI Margin (%)	<sup>(1)</sup> 10.7	13.5

Note:

- <sup>(1)</sup> The adjusted PBT, PAT and PATAMI for the FYE 2026 were computed after adding back the one-off ESOS expenses of RM12.5 million. Accordingly, the adjusted PAT margin and adjusted PATAMI margin for FYE 2026 were also computed based on the adjusted figures after adding back the one-off ESOS expense.

The Group's revenue breakdown by business segment and geographical market for the FYE 2026 and FYE 2025 are as follows:

<b>BUSINESS SEGMENT</b>	<b>FYE 2026</b>		<b>FYE 2025</b>	
	<b>RM'000</b>	<b>%</b>	<b>RM'000</b>	<b>%</b>
Underground utilities engineering solutions	186,633	89.3	147,570	86.8
Manufacturing and trading of HDPE pipes	20,976	10.0	22,454	13.2
EPCC of solar PV systems	1,413	0.7	-	-
	<b>209,022</b>	<b>100.0</b>	<b>170,024</b>	<b>100.0</b>

<b>COUNTRY</b>	<b>FYE 2026</b>		<b>FYE 2025</b>	
	<b>RM'000</b>	<b>%</b>	<b>RM'000</b>	<b>%</b>
Malaysia	184,253	88.2	144,264	84.8
Singapore	24,769	11.8	25,760	15.2
	<b>209,022</b>	<b>100.0</b>	<b>170,024</b>	<b>100.0</b>

## MANAGEMENT DISCUSSION AND ANALYSIS (continued)

The Group recorded total revenue of RM209.0 million in FYE 2026, representing an increase of RM39.0 million or 22.9% from RM170.0 million in FYE 2025. The revenue growth was mainly attributable to the following:

- (i) revenue from underground utilities engineering solutions segment increased by RM39.0 million or 26.4% to RM186.6 million in the FYE 2026 (FYE 2025: RM147.6 million), mainly due to the higher volume of work executed during the year, catalysed by the Group's continued operational expansion and a stronger order book. This segment remained the Group's primary revenue contributor; and
- (ii) a new revenue stream from the EPCC of solar PV systems segment, which contributed revenue amounting to RM1.4 million in the current financial year.

However, the increase was partially offset by decrease in revenue from manufacturing and trading of HDPE pipes segment, which decreased by RM1.4 million or 6.3% to RM21.0 million in FYE 2026 (FYE 2025: RM22.4 million) mainly due to decrease in sales of HDPE pipes to Singapore customers.

Geographically, revenue from Malaysia increased by RM39.9 million or 27.7% to RM184.2 million in FYE 2026 (FYE 2025: RM144.3 million). The increase was mainly attributed to the higher revenue contributions from the underground utilities engineering solutions segment and manufacturing and trading of HDPE pipes segment of RM35.0 million and RM3.5 million respectively, supported by higher project execution activities and increased local sales during the current financial year. The increase was further supported by the new revenue stream from the EPCC of solar PV systems segment amounting to RM1.4 million.

Conversely, revenue from Singapore decrease marginally by RM0.9 million or 3.5% to RM24.8 million in FYE 2026 (FYE 2025: RM25.7 million). This was mainly due to lower revenue from manufacturing and trading of HDPE pipes segment, which decreased by RM4.9 million or 86.0% to RM0.8 million in FYE 2026 (FYE 2025: RM5.7 million). The decrease was primarily due to lower demand of HDPE pipes from Singapore customers, arising from the temporary slowdown in project activities in Singapore during the first half of the financial year pending the commencement of new projects. The decline was partially offset by increase in revenue from underground utilities engineering segment of RM4.0 million or 20.0% to RM24.0 million in FYE 2026 (FYE 2025: RM20.0 million), driven by higher work progress for ongoing projects in Singapore during the second half of the financial year.

Overall, the Group's geographical revenue composition continued to be supported by strong contributions from Malaysia, while Singapore operations remained resilient with improved engineering revenue contributions despite lower revenue from HDPE pipe trading activities.

In line with the higher revenue achieved, the Group's GP increased by RM5.3 million or 11.3% to RM52.3 million in FYE 2026 (FYE 2025: RM47.0 million). However, the overall GP margin declined from 27.6% in FYE 2025 to 25.0% in FYE 2026. This was mainly attributable to the expanded scope of works undertaken for projects in Singapore during the financial year, which involved preliminary works as well as the supply and installation of HDPE pipes, as compared to installation services only in the previous financial year. The inclusion of material supply and preliminary works generally carries lower project margins, thereby resulting in margin compression due to such project mix. In addition, the temporary slowdown in project activities during the first half of the financial year also resulted in lower operational efficiency and absorption of fixed costs, which further affected the Group's overall profitability.

The Group recorded PBT and PAT of RM17.4 million and RM9.5 million respectively in FYE 2026, as compared to RM30.2 million and RM23.0 million respectively in FYE 2025. The lower reported earnings were primarily attributable to the recognition of one-off ESOS expense of RM12.5 million pursuant to the establishment of the Group's ESOS during the financial year. Excluding this exceptional item, the Group's adjusted PBT and PAT stood at RM29.9 million and RM22.0 million respectively.

Notwithstanding the higher revenue contribution, the Group's adjusted PBT and PAT were lower as compared to the FYE 2025, mainly due to lower GP margin and higher administrative expenses incurred during the financial year. The increase in administrative expenses was attributable to higher staff costs arising from increased headcount and salary increments, depreciation charged on newly acquired assets, as well as legal fees and stamp duty incurred in relation to the Group's new banking facilities.

## MANAGEMENT DISCUSSION AND ANALYSIS (continued)

GROUP FINANCIAL POSITION	FYE 2026 RM'000	FYE 2025 RM'000
Total assets	230,122	179,761
Total liabilities	96,674	66,663
Total borrowings and lease liabilities (excluding lease liabilities arising from lease of premises)	50,063	36,215
Total equity	133,447	113,097
Current ratio (times)	2.17	2.54
Gearing ratio (times)	0.38	0.32

The Group's financial position remained stable and resilient, supported by continued asset expansion and strengthening shareholders' equity.

Total assets increased by RM50.3 million or 28.0% to RM230.1 million in FYE 2026 (FYE 2025: RM179.8 million). The growth in total assets was primarily attributable to the following:

- (i) property, plant and equipment increased by RM29.7 million, mainly arising from the acquisition of two parcels of freehold land amounting to RM14.0 million, construction cost of RM12.0 million recognised as capital work-in-progress, acquisition of plant and machinery of RM3.8 million, as well as motor vehicles amounting to RM2.2 million. These increases were partially offset by depreciation charges of RM2.5 million;
- (ii) contract assets increased by RM26.0 million, mainly due to work performed but not yet billed as it was pending certification by customers; and
- (iii) trade and other receivables increased by RM8.2 million, in line with the higher revenue recognised for FYE 2026.

The increase was partially offset by decrease in the inventories of RM4.3 million mainly due to the utilisation of raw materials for the production of HDPE pipes towards the end of the current financial year.

The total liabilities increased by RM30.0 million or 45.0% to RM96.7 million in FYE 2026 (FYE 2025: RM66.7 million). This was mainly attributable to higher borrowings of RM15.2 million, arising from the drawdown of term loans amounting to RM12.4 million to finance the acquisition of the two parcels of freehold land, as well as higher utilisation of trade financing facilities for the purchase of materials and payments to subcontractors, in line with the Group's revenue growth.

The total equity increased by RM20.3 million or 17.9% to RM133.4 million in FYE 2026 (FYE 2025: RM113.1 million), which was primarily attributable to the recognition of share options reserve and PAT of RM12.5 million and RM9.5 million respectively during FYE 2026. These were partially offset by a foreign exchange translation loss of RM2.0 million due to the strengthening of the Singapore dollar against the Malaysian Ringgit.

In terms of financial ratios, the Group recorded current ratio of 2.17 times in FYE 2026 as compared to 2.54 times in FYE 2025, while the gearing ratio increased from 0.32 times in FYE 2025 to 0.38 times in FYE 2026. The movement in these financial ratios was mainly attributable to the higher borrowings undertaken to finance the acquisition of the two parcels of freehold land. Nevertheless, the Group remained financially sound and capable of meeting its short-term obligations, supported by its current assets such as inventories and trade receivables which are readily convertible into cash, as well as cash and cash equivalents of RM15.6 million maintained as at the end of the current financial year.

## MANAGEMENT DISCUSSION AND ANALYSIS (continued)

### DIVIDEND

The Group presently does not have any formal dividend policy. The declaration of dividends and other distributions are subject to the discretion of the Board. It is the Board's policy to recommend dividends to allow shareholders to participate in the profits of the Group. However, the Group's ability to pay dividends or make other distributions to its shareholders in future is subject to various factors such as having profits and excess funds, which are not required to be retained to fund its business.

### REVIEW OF OPERATING ACTIVITIES

The Group recorded steady operational progress in FYE 2026, achieving record-high revenue of RM209.0 million and accelerated project execution. This momentum is backed by a robust order book of exceeding RM500 million, which provides a solid earnings visibility over the next 3 financial years.

During the financial year, the Group diversified into renewable energy facilities development through the incorporation of a new subsidiary, Enerxite Sdn Bhd, which is principally involved in the EPCC of solar PV systems and investment in solar plant, and secured its first EPCC contract for a solar PV project during the financial year. This diversification broadens the Group's business portfolio beyond its existing core operations and positions the Group to capture opportunities arising from the growing demand for sustainable energy solutions.

To support its expanding business pipeline, the Group continues to proactively scale its operational resources through investments in both human capital and machinery. Backed by a workforce of over 450 employees as well as increased engagement of subcontractors, the Group maintains the necessary manpower strength and execution flexibility to efficiently deploy resources to undertake its growing portfolio of projects across various locations.

Resource capabilities were further augmented during the financial year through targeted capital expenditure on additional machinery and equipment, including HDD machines, lorries and backhoes, to support its expanding project requirements. These capital investments are expected to improve project mobilisation efficiency, strengthen execution capabilities and enable the Group to undertake larger-scale projects more effectively.

As part of its long-term operational expansion, the Group is currently constructing a new factory to manufacture HDPE pipes. Upon completion, the new facility will substantially scale the Group's production capability, unlock stronger economies of scale and strengthen its ability to capture growing HDPE pipe demand from both internal projects and external customers. Crucially, the new factory will expand the Group's warehousing to accommodate the increasing volume of raw materials and finished goods, thereby enhancing overall operational efficiency and competitiveness. The construction of the new factory is expected to be on track for completion in the third quarter of calendar year 2026, with operations scheduled to commence in the first quarter of calendar year 2027.

In line with its business expansion, the Group bolstered its financial resources through the enhancement of its banking facilities and working capital lines. The expanded financing facility provides greater financial flexibility to fund project mobilisation, procurement activities and future business expansion, thereby reinforcing the Group's readiness to capture larger contract opportunities.

Parallel to its operational growth, the Group also undertook a series of corporate exercises during the financial year, including the bonus issue of shares, bonus issue of warrants, establishment of the ESOS and diversification into renewable energy facilities development. These corporate exercises were aimed at rewarding shareholders, broadening the Company's capital base, enhancing market liquidity and strengthening the Group's financial flexibility to support its long-term expansion plans.

Collectively, these operational, strategic and corporate developments reflect the Group's continued commitment to strengthen its execution capabilities, diversify its business platform and reinforce its long-term competitiveness in an evolving market environment.

## MANAGEMENT DISCUSSION AND ANALYSIS (continued)

### ANTICIPATED OR KNOWN RISKS

The following are the key risks that may affect the operation of the Group:

#### 1. Project management and execution risk

Accurate budgeting and estimation of project costs are critical to ensure projects are delivered within budget and maintaining the Group's profitability. If the actual costs to complete the projects were significantly higher from the estimated costs when the tenders or quotations were submitted, we will be bound by the contract to undertake the project at a loss and hence our business operations as well as financial performance and profitability may be adversely affected.

Due to external factors, projects may not be able to complete on time, or may be subject to cost overruns due to certain events that are not within our control, such as timing required to obtain the necessary work permits from local authorities, adverse weather conditions and outbreak of diseases.

To mitigate this risk, we adopt stringent project cost estimation procedures and conduct regular project reviews. We also enhance project scheduling and resource planning to manage unforeseen delays.

#### 2. Regulatory and compliance risk

Our business, prospects, financial condition and results of operations may be affected by any adverse developments, changes and/or uncertainties in the economic, political and legal environments that are beyond our control in Malaysia and Singapore. These risks include unfavourable changes in political conditions, economic conditions, interest rates, government policies and regulations, import and export restrictions, duties and tariffs, civil unrests, methods of taxation, inflation and foreign exchange controls. All of these changes are beyond our control. To mitigate this risk, we maintain close engagement with regulatory authorities, monitor legislative developments and ensure compliance through internal governance practices.

#### 3. Material price fluctuations

Our materials are price sensitive, and we face the risk of obtaining insufficient quantities of materials at competitive prices. Our purchases of HDPE resin are indirectly subjected to the fluctuation of global market commodity prices. Any price fluctuations in HDPE resin caused by demand and supply and price volatility, which are beyond our control, could result in increased costs and have a material adverse effect on our business and financial performance.

Material increases in construction costs arising from materials costs, labour, and/or overheads, will adversely affect our profit margin; particularly in situations where our contracts with our customers prevent us from passing on these increased costs to them. As such, our failure to accurately estimate the resources and time required for a project or our failure to complete our contractual obligations within the timeframe and costs committed could have a material adverse effect on our financial performance.

To mitigate this risk, we monitor price trends and maintain good relationships with multiple suppliers to ensure competitive pricing and availability.

#### 4. Client dependency risk

A significant portion of our revenue is derived from our major customers. This concentration exposes the Group to client dependency risk, where the loss, reduction or delay of contracts from any major customers could materially impact the Group's financial performance and cash flow. To mitigate this risk, we are actively pursuing diversification strategies, including expanding our customer base, entering new geographical markets and broadening our service offerings to reduce reliance on any single customer or sector.

## MANAGEMENT DISCUSSION AND ANALYSIS (continued)

### 5. Market competition risk

We face competition from companies with longer track records or greater resources. Price competition or failure to match the breadth and quality of services offered by competitors could affect our market share and profitability. To mitigate this risk, we focus on delivering quality and timely project execution, investing in advanced equipment and technologies and enhancing service offerings to differentiate ourselves in a competitive market.

### 6. Wage and labour costs

Increases in minimum wage, tightening labour regulations, and/or shortages in qualified labour may lead to higher wage and labour-related costs. A significant rise in labour costs without corresponding increases in project value or productivity could adversely affect the Group's profit margins. To mitigate this risk, we continuously monitor labour regulations and optimises resource planning to improve operational efficiency.

## PROSPECTS

### Robust Order Book and Execution Visibility

The Group's prospects remain highly positive, supported by a robust order book exceeding RM500 million, which provides strong earnings visibility and a sustainable pipeline of projects across Malaysia and Singapore over the next two to three years. The Group also expects higher project deployment in Singapore in the financial year 2027, following extensive preparation and strategic planning throughout FYE 2026.

### Capitalizing on Macro Tailwinds in Malaysia

We maintain a positive outlook for the energy and utilities sectors in our home market. In Malaysia, Tenaga Nasional Berhad ("TNB") has committed to a substantial capital expenditure of approximately RM42.8 billion from 2025 to 2027 under Regulatory Period 4. Additionally, TNB's long-term capital expenditure plans, extending through 2030, aim to strengthen the national power grid in support of the National Energy Transition Roadmap (NETR), creating a fertile environment for our core utilities engineering solutions.

### Sustained Demand in Singapore's High-Value Market

The prospects in Singapore remain positive over the medium to long term, supported by ongoing underground infrastructure expansion, power grid modernisation, telecommunication network development and upgrades. Given Singapore's acute land constraints, demand for specialized trenchless construction solutions remains intense. This outlook is backed by Building and Construction Authority's projection that total construction demand in Singapore will range between S\$47 billion and S\$53 billion in 2026, driven by mega infrastructure projects such as Changi Airport Terminal 5, MRT network expansions, and utilities enhancement works. In addition, Singapore's ongoing digitalisation initiatives, expansion of fibre optic infrastructure, and growing data centre ecosystem are set to further catalyse long-term demand for our specialised underground cable installation and HDD-related services.

### Unlocking New Growth Vectors

As part of the ongoing efforts to expand service offerings, the Group secured two subsea HDD contracts. These contracts mark a significant milestone, allowing the Group to move beyond conventional onshore HDD projects into higher-value offshore utilities engineering, broadening its technical capabilities and service offerings. In addition, the Group secured its first contract for EPCC of 33kV to low voltage electrical supply system. This represents a strategic milestone for the Group as it ventures into the mechanical and electrical segment, enabling the Group to offer comprehensive, end-to-end electrical engineering solutions.

### Manufacturing Expansion and Supply Chain Readiness

On the manufacturing front, the upcoming completion of the new pipe facility in the third quarter of calendar year 2026 will allow the Group to broaden its product mix and scale up production capacity to optimise both internal project requirements and external customer demand. This expansion is expected to enhance operational efficiency, strengthen supply chain resilience, and position the Group to capture new business opportunities in the HDPE pipe market.

### Prudent Risk Mitigation

While our growth trajectory remains clear, we remain cautiously optimistic amid the recent geopolitical tensions in the Middle East, which continue to exert pressure on global fuel prices, commodity costs and supply chain stability. The Group will continue to adopt prudent operational and financial strategies to ensure long-term resilience while staying vigilant in addressing any market challenges that may arise.

## DIRECTORS' PROFILE

### LEE CHYE TEE

*Independent Non-Executive Chairman*

**Nationality**  
*Malaysian*

**Gender**  
*Male*

**Age**  
*63 years old*

**Date of Appointment**  
*25 May 2023*

**Mr Lee Chye Tee** graduated with a Diploma in Commerce (Financial Accounting) from Tunku Abdul Rahman College in 1988. He has been an Associate Member of the Chartered Tax Institute of Malaysia since 1995. He was admitted as an Associate Member and Fellow Member of the Association of Chartered Certified Accountants ("ACCA") in 1993 and 1998 respectively. He was then admitted as a Member of the Malaysian Institute of Accountants in 2001. Subsequently, he was emplaced with the ASEAN Chartered Professional Accountants in 2019.

In 1990, Mr Lee commenced his career with Kalman Blech Co., United Kingdom as a Trainee Certified Accountant where he subsequently progressed from junior audit clerk to semi senior status In 1991, where he was responsible for auditing small and medium size companies which he reported directly to the audit manager and partner in charge. He left the firm in 1992 as Audit Senior. Upon his return to Malaysia, he joined Visia Finance Berhad in 1992 as Senior Executive Officer, where he was responsible for the accounting and finance matters of the company. In 1993, he left Visia Finance Berhad and joined L.K. Chong & Co as an Audit Manager where he was responsible for managing audit engagements for clients of the firm. In 1999, he left L.K. Chong & Co and joined KSL Group (now known as KSL Holdings Berhad) as the Financial Controller, where he was responsible for overseeing the accounting and corporate finance functions of the company. He was subsequently appointed an Executive Director cum Financial Controller in 2003, a position that he held until his departure in 2022. In 2013, he was appointed as a Director of CPL Secretarial Services Sdn Bhd, where he was responsible for providing corporate secretarial advisory services. He continues to hold this position to-date. During the same year, he was appointed as a Director of CPL Taxation Services Sdn Bhd, where he was responsible for providing services such as tax planning, tax advisory, tax audit as well as tax review and compliance to clients of the firm. He continues to hold this position to-date. In 2015, he was appointed as a Director of CPL Consultancy Services Sdn Bhd, where he was responsible for providing accounting advisory services. He continues to hold this position to-date.

He does not hold directorship in any other public companies and listed corporations. He has no family relationship with any other directors and/or major shareholders of the Company. Save as disclosed above and Audit and Risk Management Committee Report, he is not involved in any business which will give rise to competition/ conflict or potential conflict of interest with the current business of the Group during the financial year and up to the date of this Report.

He has had no convictions for any offences within the past five (5) years (other than traffic offences, if any) or subject to public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

## DIRECTORS' PROFILE (continued)

### DATUK DR. TING KOK HWA

*Managing Director*

**Nationality**  
*Malaysian*

**Gender**  
*Male*

**Age**  
*52 years old*

**Date of Appointment**  
*25 May 2023*

**Datuk Dr. Ting Kok Hwa** is responsible for developing the overall strategy and corporate direction of the Group, and implementing business strategies that leverage on the synergies between our subsidiaries to grow the Group and business. Datuk Dr. Ting Kok Hwa graduated with a Bachelor of Engineering in Electrical and Electronic Engineering from the Liverpool John Moores University, United Kingdom in 1997. He completed his Postgraduate Diploma for South East Asian Management Studies from Staffordshire University, United Kingdom in 1999. He then obtained his Master of Business Administration and Doctor of Philosophy in Business Administration from Charisma University, Turks and Caicos Islands, United Kingdom in 2017 and 2021 respectively.

He started his career with Komasi Enterprise Sdn Bhd (currently known as Komasi Engineering Sdn Bhd) in 1999 as a Project Engineer before being promoted to the position of Senior Project Engineer and subsequently as a Senior Project Manager in 2008 and 2009 respectively, where he was primarily involved in overseeing site activities as well as monitoring the progress of projects. Throughout his years in Komasi Enterprise Sdn Bhd, he gained in-depth project management experience and developed technical skills from working on underground utilities engineering projects as well as other civil engineering projects undertaken by the company. In 2009, Datuk Dr. Ting Kok Hwa founded Komasi Construction Pte Ltd (currently known as Konnection Engineering Pte Ltd ("Konnection")), to pursue opportunities in Horizontal Directional Drilling ("HDD") works in Singapore. He is presently the Managing Director of Konnection, where he is responsible for managing and implementing the strategic growth plans of Konnection.

In the later part of 2009, he resigned from Komasi Enterprise Sdn Bhd and joined Kum Fatt Construction Sdn Bhd (currently known as Kum Fatt Engineering Sdn Bhd ("KF")) as a Project Manager where he was mainly involved in managing underground utilities engineering projects undertaken by KF, as well as supporting his father, the late Dato' Ting Ah Kong in building the business of KF. In 2011, he became a shareholder of Bestari Selatan Sdn Bhd ("Bestari Selatan"), and was appointed as an executive director of Bestari Selatan in 2012. Bestari Selatan was previously involved in general construction works and subsequently mainly focused on the purchase and/or rental of its own properties. In 2012, he was appointed as a Director of KF, and took over the leadership and daily management of KF from the late Dato' Ting Ah Kong. In 2015, he was appointed as a director and became a shareholder of Speedlink Communications Sdn Bhd (currently known as Xenith IG Malaysia Sdn Bhd), a company involved in the provision of fibre optic transmission network services. He mainly plays an advisory role in any technical matters relating to its business. In September 2023, he ceased to be a shareholder and director of Speedlink Communications Sdn Bhd.

In 2017, he co-founded Geo Inspire Sdn Bhd (currently known as Premier Plastic Industry Sdn Bhd ("PPI")) which commenced HDPE pipe manufacturing operations in 2019. He is presently the Managing Director of PPI, where he is responsible for overseeing the manufacturing operations and implementing strategic growth plans.

In 2025, he founded Persatuan Penggerudian Berarah Malaysia (Malaysia Horizontal Directional Drilling) ("MYHDD") with the objective of strengthening the development, application and governance of HDD and trenchless technology in Malaysia. He currently holds the position of Vice President of MYHDD.

He does not hold directorship in any other public companies and listed corporations. He is the cousin of Mr Hin Wai Mun, the Executive Director and substantial shareholder of the Company, and the brother of Datuk Ting Meng Pheng, the substantial shareholder of the Company. Save as disclosed above and the Audit and Risk Management Committee Report, he is not involved in any business which will give rise to competition/ conflict or potential conflict of interest with the current business of the Group during the financial year and up to the date of this Report.

He has had no convictions for any offences within the past five (5) years (other than traffic offences, if any) or subject to public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

## DIRECTORS' PROFILE (continued)

### HIN WAI MUN

*Executive Director*

**Nationality**  
*Malaysian*

**Gender**  
*Male*

**Age**  
*44 years old*

**Date of Appointment**  
*25 May 2023*

**Mr Hin Wai Mun** is responsible for managing the day-to-day operations of our underground utilities engineering projects in Malaysia, including contract and procurement, project, human resource and administration and health and safety. Mr Hin Wai Mun graduated with an International Diploma in Computer Studies from Informatics College, Malaysia in 2005.

Mr Hin Wai Mun started his career at Komasi Enterprise Sdn Bhd (currently known as Komasi Engineering Sdn Bhd) as a Civil Supervisor in 2005, and was subsequently promoted to Civil Project Coordinator in 2009, where he was responsible for monitoring projects development and was also involved in the tender process as well as the logistics aspect of projects. While at the company, he gained exposure in civil and HDD projects undertaken by the company and built his project management skills therefrom. He resigned from Komasi Enterprise Sdn Bhd in 2009. In 2010, he co-founded Bestari Selatan and was appointed as a director of the company. Bestari Selatan was then involved in general construction works, and he oversaw the project management of civil and HDD projects undertaken by the company as a Project Director. He then resigned as a director of Bestari Selatan in 2016. During his tenure with Bestari Selatan, in 2015, he was appointed as an Executive Director cum Project Director of TSE Jaya Sdn Bhd, where he was primarily involved in identifying business development opportunities for the company. He resigned as a director and Project Director of TSE Jaya Sdn Bhd in 2021. In 2016, Mr Hin Wai Mun was appointed as an Executive Director and subsequently appointed as General Manager of KF in 2021, a position that he continues to hold to-date. In 2016, he became a shareholder of KF.

He does not hold directorship in any other public companies and listed corporations. He is the cousin of Datuk Dr. Ting Kok Hwa, the Managing Director and major shareholder of the Company and Datuk Ting Meng Pheng, the substantial shareholder of the Company. Save as disclosed above and Audit and Risk Management Committee Report, he is not involved in any business which will give rise to competition/ conflict or potential conflict of interest with the current business of the Group during the financial year and up to the date of this Report.

He has had no convictions for any offences within the past five (5) years (other than traffic offences, if any) or subject to public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

## DIRECTORS' PROFILE (continued)

### CHONG TUOO CHOI

*Executive Director*

**Nationality**  
Singaporean

**Gender**  
Male

**Age**  
53 years old

**Date of Appointment**  
25 May 2023

**Mr Chong Tuoo Choi** is responsible for managing the day-to-day operations of our underground utilities engineering projects in Singapore, including contract and procurement, project, human resource and administration and health and safety. He attended NCC Education & Training and obtained an International Diploma in Computer Studies in 1994. He started his career as a General Operator with Highway Brick Sdn Bhd in 1994, where he was tasked to operate brick production machines. In 1997, he left Highway Brick Sdn Bhd and joined Casbina Sdn Bhd as an HDD operator cum Supervisor where he was tasked to operate HDD machines and supervise progress of HDD projects undertaken by the company. In 1999, he left Casbina Sdn Bhd and joined Cabaran Panglima Sdn Bhd as an HDD operator cum Supervisor and subsequently appointed as Project Director in 2001, where he was responsible for managing the business of the company in HDD works. He left Cabaran Panglima Sdn Bhd in 2001 to pursue his own personal interest. In 2003, he joined Komasi Enterprise Sdn Bhd (currently known as Komasi Engineering Sdn Bhd) as a Site Supervisor where he assisted and supported the project manager in managing and monitoring projects undertaken by the company. In 2008, he left Komasi Enterprise Sdn Bhd.

In 2009, he joined Komasi Construction Pte Ltd (currently known as Konnection) as a HDD Machine Operator Trainee before promoted to various positions and finally appointed as a Project Director in 2022, a position he continues to hold to-date. During his tenure with Konnection, he was involved in the planning and overseeing of daily construction activities, project management as well as ensuring the timely requisition of resources for Konnection's projects in Singapore.

He does not hold directorship in any other public companies and listed corporations. He has no family relationship with any other directors and/or major shareholders of the Company. Save as disclosed above, he is not involved in any business which will give rise to competition/ conflict or potential conflict of interest with the current business of the Group during the financial year and up to the date of this Report.

He has had no convictions for any offences within the past five (5) years (other than traffic offences, if any) or subject to public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

## DIRECTORS' PROFILE (continued)

### VINCENT WONG SOON CHOY

*Executive Director / Chief Financial Officer*

**Nationality**  
*Malaysian*

**Gender**  
*Male*

**Age**  
*57 years old*

**Date of Appointment**  
*25 May 2023*

**Mr Vincent Wong Soon Choy** is responsible for the Group's accounting and financial matters, including financial reporting, taxation, budgeting, financing as well as overseeing the Accounts department. Vincent Wong graduated with a Bachelor of Commerce from Flinders University, Australia in 1994. He was admitted as a Member of the Malaysian Institute of Accountants in 1999 and a Member of the CPA Australia in 1997.

He began his career in audit in 1993 and has over 30 years of experience in the accounting and finance field. Throughout his career, he has held various senior finance positions, including Accountant, Assistant Finance Manager, Group Accountant and Head of Operations. In these roles, he was responsible for financial reporting, treasury, payroll, compliance, taxation and overall operational oversight. His previous roles have provided him with extensive exposure across multiple industries, including auditing, construction, financial services and property development. In 2018, he joined KF as Chief Financial Controller, a position he continues to hold to date.

In 2019, he was appointed as the Independent Non-Executive Director of Cabnet Holdings Berhad (listed on the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities")). In 2023, he was appointed as the Independent Non-Executive Director of Kia Lim Berhad (listed on the Main Market of Bursa Securities), a position he held until his resignation on 30 May 2025.

He has no family relationship with any other directors and/or major shareholders of the Company. Save as disclosed above, he is not involved in any business which will give rise to competition/ conflict or potential conflict of interest with the current business of the Group during the financial year and up to the date of this Report.

He has had no convictions for any offences within the past five (5) years (other than traffic offences, if any) or subject to public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

## DIRECTORS' PROFILE (continued)

### NG LEE THIN

*Independent Non-Executive Director*

**Nationality**  
*Malaysian*

**Gender**  
*Female*

**Age**  
*59 years old*

**Date of Appointment**  
*25 May 2023*

**Ms Ng Lee Thin** graduated with a Bachelor of Economics (Honours) from Universiti Utara Malaysia in 1992. In 2000, she was admitted as a Member and subsequently as a Fellow Member of the ACCA in 2005. She was admitted as a Member of the Malaysian Institute of Accountants in 2000.

Ms Ng commenced her career in 1992 with Artwright Marketing Sdn Bhd as an Assistant Business Executive and subsequently promoted as a Business Executive after her probationary period. During her tenure with Artwright Marketing Sdn Bhd, she was responsible for project tendering and supporting marketing and sales activities to promote the company's products. In 1994, she left Artwright Marketing Sdn Bhd and joined Chiang & Chiang as an Audit Associate, where she was involved in audit engagements for clients of the firm. She left Chiang & Chiang in 1995. In 1996, she joined Ernst & Young as an Audit Assistant, where she was involved in audit engagements for clients of the firm. In 1999, she was promoted to the position of Audit Senior. In 2001, she left Ernst & Young and joined Binaik Equity Berhad as Finance Manager, where she was involved in all finance and accounting matters of the group and the company including the preparation of quarterly and annual report. In 2009, she was redesignated to the position of Financial Controller, where she oversaw the finance and accounts department of the group and the company. She left Binaik Equity Berhad in 2009. In 2008, she founded Yellow Business Solution, a sole proprietorship business offering company secretarial services, and was managing the daily operations of the business, including business development. In 2012, she co-founded Yellow Tax Services Sdn Bhd, a licensed tax firm offering tax services. In 2015, she transferred her sole proprietorship in Yellow Business Solution to her brother-in-law and ceased to be a sole practitioner in the said firm. In the same year, she set up an audit firm known as NLT & Co where she is a sole practitioner holding position as a Partner. As a Partner, she is responsible for managing audit engagements for clients of the firm. She continues to hold this position until to-date. In 2020, she co-founded Wang Premier Assets Sdn Bhd, a company involves in buying, selling, renting and operating of self-owned or lease real estate (non-residential buildings) and was concurrently appointed as a director, where she is responsible for the daily operations of the company. In 2023, she co-founded Wang Asset Solutions Sdn Bhd, a company involves in real estate activities and buying, selling, renting and operating of self-owned or leased real estate – non-residential buildings and she was appointed as a director, where she oversees the daily operations of the company.

Presently, she serves as an Independent Non-Executive Director of Sum Technology Berhad, a public company seeking listing on ACE Market of Bursa Securities.

She has no family relationship with any other directors and/or major shareholders of the Company. Save as disclosed above, she is not involved in any business which will give rise to competition/ conflict or potential conflict of interest with the current business of the Group during the financial year and up to the date of this Report.

She has had no convictions for any offences within the past five (5) years (other than traffic offences, if any) or subject to public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

## DIRECTORS' PROFILE (continued)

### LATHA A/P DHAMODARAN PILLAY

*Independent Non-Executive Director*

**Nationality**  
*Malaysian*

**Gender**  
*Female*

**Age**  
*61 years old*

**Date of Appointment**  
*25 May 2023*

**Ms Latha A/P Dhamodaran Pillay** graduated from the National University of Singapore with a Bachelor of Laws in 1988. She was admitted as a Member of The Law Society of Singapore in 1989. She was called to the Malaysian Bar and admitted as an Advocate and Solicitor of the High Court of Malaya in 1994.

She began her career with Lam, Kumar, Ng & Naidu, a law firm in Singapore, as an Associate in 1989 which she was subsequently made a Partner in 1992 until her departure in 1993. During her tenure there, her main areas of practice included corporate, conveyancing and banking. In 1993, she returned to Malaysia with the intention to practice law in Malaysia by joining a Johor-based law firm, Syed Alwi, Ng & Co as a Legal Assistant. Subsequently in 1994, she was admitted as an Advocate and Solicitor by the High Court of Malaya and she was made a Partner in the same year. In 2004, she was made the Managing Partner of Syed Alwi, Ng & Co, a position she continues to hold to-date. Her main areas of practice include corporate and commercial laws including restructuring, joint ventures, conveyancing, banking and litigation.

She does not hold directorship in any other public companies and listed corporations. She has no family relationship with any other directors and/or major shareholders of the Company. Save as disclosed above and the Audit and Risk Management Committee Report, she is not involved in any business which will give rise to competition/ conflict or potential conflict of interest with the current business of the Group during the financial year and up to the date of this Report.

She has had no convictions for any offences within the past five (5) years (other than traffic offences, if any) or subject to public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

## DIRECTORS' PROFILE (continued)

### GOH LEI LEI

*Independent Non-Executive Director*

**Nationality**  
*Malaysian*

**Gender**  
*Female*

**Age**  
*55 years old*

**Date of Appointment**  
*25 May 2023*

**Ms Goh Lei Lei** graduated with a Bachelor of Urban and Regional Planning from Universiti Teknologi Malaysia in 1995. She is a Corporate Member of Malaysian Institute of Planners since 2002. She is registered as a Registered Town Planner with Lembaga Perancang Malaysia since 2009. Upon graduation in 1995, Ms Goh joined P & D Consultants Sdn Bhd as an Assistant Town Planner where she was tasked to provide consultancy services for town planning works until her departure in 2002. In 2002, she co-founded P & D Planners Sdn Bhd and was appointed as the Managing Director, a position which she continues to hold to-date. As a Managing Director, she is responsible for managing the daily operations of the company, including business development.

She does not hold directorship in any other public companies and listed corporations. She has no family relationship with any other directors and/or major shareholders of the Company. Save as disclosed above, she is not involved in any business which will give rise to competition/ conflict or potential conflict of interest with the current business of the Group during the financial year and up to the date of this Report.

She has had no convictions for any offences within the past five (5) years (other than traffic offences, if any) or subject to public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

# SUSTAINABILITY STATEMENT



## Dear Valued Stakeholders,

UUE Holdings Berhad (“UUE” or “the Company”) and its subsidiaries (“UUE Group” or “the Group”) recognise that sustainability is fundamental to long-term business resilience and value creation. As a Group involved in underground utilities engineering solutions, the manufacturing and trading of high-density polyethylene (“HDPE”) pipes, as well as the provision of Engineering, Procurement, Construction and Commissioning (“EPCC”) services for solar photovoltaic (“PV”) systems, we are mindful of our responsibility to operate in a manner that is ethical, responsible, and sustainable.

During the financial year, the Group further diversified its business operations by venturing into the solar PV industry. This marks a significant milestone in the Group’s business diversification journey, expanding beyond its traditional core businesses in underground utilities engineering solutions and the manufacturing and trading of HDPE pipes into the renewable energy sector. The diversification reflects the Group’s commitment to supporting sustainable infrastructure development and positioning itself for long-term growth opportunities within the evolving low-carbon economy.

Sustainability is increasingly embedded into the way we operate, from strategic planning to day-to-day execution. We are committed to balancing economic performance with our environmental responsibilities and social obligations, while upholding strong governance practices across the Group.

On behalf of the Board of Directors (“the Board”) of UUE Group, we are pleased to present the Sustainability Statement (“Statement”) for the financial year ended 28 February 2026 (“FY2026”). This Statement outlines the Group’s key sustainability initiatives, priorities, and performance in managing material economic, environmental, social and governance matters.

## SUSTAINABILITY STATEMENT (continued)

### SCOPE AND REPORTING PERIOD

This Statement covers UUE's sustainability initiatives across all principal business operations in Malaysia and Singapore for the period from 1 March 2025 to 28 February 2026, consistent with the Group's financial reporting cycle. The reporting scope includes the Company, its three wholly-owned subsidiaries, and one indirect wholly-owned subsidiary held through one of its subsidiaries within the Group structure. This Statement highlights the Group's performance, initiatives and progress in meeting commitments outlined in the Sustainability Framework.

During the reporting period, a newly incorporated subsidiary, Enerxite Sdn Bhd, which specialises in delivering end-to-end renewable energy solutions with a core focus on solar PV systems and was incorporated on 20 May 2025, has been excluded from the quantitative sustainability reporting scope as it had only commenced operations during the financial year.

Enerxite Sdn Bhd is currently in its ramp-up and operational stabilisation phase, including the establishment of sustainability data collection processes and reporting systems. Accordingly, the sustainability performance data of the subsidiary were not included in the computation of quantitative sustainability indicators for the financial year to ensure the reliability, completeness, and consistency of information disclosed at the Group level. The subsidiary will be included in the Group's sustainability reporting scope in the next reporting cycle once its operations are fully integrated into the Group's sustainability reporting framework and data governance processes are established.

### REPORTING GUIDELINES, FRAMEWORKS AND STANDARDS

This Statement has been prepared in accordance with Guidance Note 11 and 11A of the ACE Market Listing Requirements ("AMLR") issued by Bursa Securities Malaysia Berhad ("Bursa Malaysia").

In addition, the Group has considered and applied relevant elements of the following recognised sustainability reporting guidelines, frameworks, and standards to enhance the quality, comparability, and transparency of its disclosures:

- Bursa Malaysia Sustainability Reporting Guide (3rd Edition) ("Sustainability Reporting Guide");
- United Nations Sustainable Development Goals ("UNSDGs"); and
- Malaysian Code on Corporate Governance ("MCCG") of the Securities Commission Malaysia ("SC").

As part of the Group's ongoing sustainability reporting enhancement journey, the Group is progressively strengthening its reporting practices in preparation for alignment with the National Sustainability Reporting Framework ("NSRF"). Beginning from financial year 2027, the Group intends to progressively strengthen its sustainability reporting practices by incorporating relevant requirements and disclosure considerations under the NSRF, including applicable sustainability-related disclosure standards issued by the International Sustainability Standards Board ("ISSB"), namely IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures, where applicable. In adopting these requirements, the Group will take into consideration the applicable transition relief provisions available under the reporting framework as part of its phased implementation approach.

### BOARD OF DIRECTORS' APPROVAL

This Statement has been reviewed and approved by the Board on 9 June 2026.

### INDEPENDENT ASSURANCE

This Statement has not been subjected to an assurance process. The Group will continue to assess the need for external assurance as part of its ongoing enhancement of sustainability governance and reporting practices.

### FEEDBACK

We welcome all stakeholders' feedback on this Sustainability Statement and/or other aspects of our sustainability management, as we strive for continuous improvement in our sustainability practices and reporting standards. All relevant comments, inquiries or suggestions can be directed to [info@uue-holdings.com](mailto:info@uue-holdings.com).

## SUSTAINABILITY STATEMENT (continued)

### SUSTAINABILITY GOVERNANCE STRUCTURE

At UUE Group, sustainability is governed through a structured, top-down framework that ensures clear accountability, effective oversight, and integration into the Group's overall business strategy.

The Board holds ultimate responsibility for the Group's sustainability strategy. This includes setting the strategic direction, approving key sustainability initiatives, and overseeing the management of material economic, environmental, social, and governance ("EESG") risks and opportunities. The Board ensures that sustainability considerations are embedded into the Group's long-term strategy, risk management framework, and decision-making processes.

Supporting the Board is the Audit and Risk Management Committee ("ARMC"), which provides oversight on the implementation of sustainability strategies and the management of sustainability-related risks. The ARMC reviews the adequacy and effectiveness of the Group's internal controls, risk management practices, and sustainability-related disclosures. The independent Assurance Function, which reports to the ARMC, provides an objective evaluation of the adequacy and effectiveness of sustainability processes, data, and reporting.

At the management level, the Board delegates the oversight and implementation of the Group's sustainability strategies and overall sustainability management to Top Management, comprising the Executive Directors and led by the Managing Director ("MD"). Top Management is responsible for driving the implementation of the Sustainability Framework, identifying, assessing and managing material sustainability matters, and overseeing the monitoring and reporting of key performance indicators and targets. Top Management also reviews sustainability matters annually, recommends material matters and actions to the ARMC and provides periodic updates on sustainability performance and developments.

Supporting Top Management is the Sustainability and Risk Management Committee ("SRMC"), which serves as a management-level oversight body and central coordinating function for sustainability matters across the Group. The SRMC supervise the implementation of the Group's Sustainability Framework, monitoring of material sustainability matters, as well as tracking performance against established targets and key performance indicators. In addition, the SRMC supports the alignment of sustainability strategies with the Group's overall vision and ensures that sustainability considerations are integrated into operational practices and governance processes.

At the operational level, Heads of Department are responsible for implementing sustainability initiatives within their respective functions. This includes day-to-day management of sustainability-related risks, data collection, and support for sustainability assessments, controls, and reporting.

### SUSTAINABILITY FRAMEWORK

The Group has established a Sustainability Framework, approved by the Board, to guide the integration of sustainability considerations into its business strategy, operations, and decision-making processes.

The Sustainability Framework provides a structured approach for managing sustainability risks and opportunities, while ensuring alignment with the Group's long-term business objectives and stakeholder expectations. It serves as the foundation of the Group's sustainability governance, encompassing the key principles, policies, and processes that support responsible business conduct and sustainable value creation.

To formalise this commitment, the Board has embedded Sustainability Policies within the Sustainability Framework, integrating sustainability considerations into the Group's corporate strategy, operations, and stakeholder engagement practices. In shaping its Sustainability Policies, the Group takes reference from the United Nations 2030 Agenda for Sustainable Development and its seventeen (17) Sustainable Development Goals ("UNSDGs"), reinforcing the Group's approach to responsible business conduct and supporting continuous improvement, operational excellence, and innovation across its core business activities. Collectively, these Sustainability Policies address a broad spectrum of EESG priorities.

# SUSTAINABILITY STATEMENT (continued)

## Our Sustainability Policies

			
<b>Economic</b>	<b>Environmental</b>	<b>Social</b>	<b>Governance</b>
<b>Shared Prosperity, Sustainable Growth</b>	<b>Protecting the Planet, Preserving our Future</b>	<b>Empowering People, Enriching Communities</b>	<b>Integrity at the Core, Accountability in Action</b>
Upholding stakeholder trust through responsible operations, local empowerment, and uncompromising quality	Reducing our carbon footprint through operational efficiency, responsible resource use and waste management	Fostering a safe, healthy and inclusive workplace built on respect, fairness, and equal opportunity	Ensure compliance and relevant laws and regulations as well as practice ethical business conduct

The Group has also established and adopted supporting policies, procedures, and guidelines which form an integral part of the Sustainability Framework. These policies reinforce ethical conduct, strong governance, employee well-being, and responsible business practices across all levels of the organisation.

The Sustainability Framework is closely aligned with the Group’s materiality assessment outcomes, ensuring that the most significant sustainability matters are prioritised and effectively managed. These material matters inform the development of sustainability strategies, initiatives, and performance targets, enabling the Group to monitor progress and strengthen accountability. The Framework also incorporates stakeholder engagement as a key component, ensuring that stakeholder expectations are considered in shaping the Group’s sustainability approach.

Key supporting policies include:

- Code of Business Conduct & Ethics
- Diversity Policy
- Employee Handbook
- Personal Data Protection Policy
- Anti-Bribery and Anti-Corruption Policy
- Health and Safety Policy
- Whistle-Blowing Policy

# SUSTAINABILITY STATEMENT (continued)

## STAKEHOLDER ENGAGEMENT

At UUE Group, we prioritise active, transparent and continuous communication with our stakeholders to better understand their expectations, address concerns effectively, and foster collaborative and sustainable outcomes. The Group recognise that meaningful engagement is a fundamental component of its sustainability approach and is essential in building a resilient, responsible, and trusted organisation.

To support this objective, the Group maintains open and structured communication channels, both formal and informal, tailored to the needs and expectations of each stakeholder group. These engagement mechanisms enable the Group to obtain timely feedback, enhance decision-making, and strengthen long-term relationships across its business ecosystem.

The Group’s stakeholder engagement process is guided by the Bursa Malaysia Sustainability Reporting Guide and Toolkit: Stakeholder Engagement, with appropriate adaptation to reflect the nature, scale, and complexity of the Group’s operations.



Stakeholder identification is conducted based on a comprehensive review of the Group’s operations across its engineering and manufacturing businesses, taking into consideration parties that are directly or indirectly affected by, or have influence over, the Group’s activities. This includes internal and external stakeholders across the value chain.

Following identification, stakeholders are profiled based on their level of influence on the Group and the extent to which they are impacted by the Group’s operations. This profiling exercise enables the Group to better understand stakeholder expectations, concerns, and areas of interest, thereby supporting more targeted and meaningful engagement.

During the financial year, following the Group’s expansion into the renewable energy sector through incorporation of a new subsidiary involved in EPCC for solar PV systems, the Group performed a stakeholder identification and re-prioritisation exercise to reassess the relevance and expectations of existing stakeholder groups in line with the evolving business structure and operational landscape. This review enabled the Group to better understand emerging sustainability priorities and strengthen engagement with stakeholders relevant to the renewable energy segment.

## SUSTAINABILITY STATEMENT (continued)

The table below presents the Group's key stakeholder groups, identified through the stakeholder mapping and profiling exercise, together with their respective areas of focus, engagement methods, and the Group's responses.

Stakeholder Group	Key Focus Area	Type of Engagement	Our Response
<b>Internal Stakeholders</b>	<ul style="list-style-type: none"> <li>• Governance and strategic direction</li> <li>• Occupational health &amp; safety</li> <li>• Fair work practices</li> <li>• Training and career development</li> <li>• Employee welfare and benefits</li> <li>• Employee wellness</li> <li>• Equal opportunities</li> <li>• Human rights</li> </ul>	<ul style="list-style-type: none"> <li>✓ Board meetings</li> <li>✓ Management, operational and committee meetings</li> <li>✓ Briefing and training</li> <li>✓ Events, celebrations and sporting activities</li> <li>✓ Grievance channel</li> <li>✓ Employee survey</li> <li>✓ Annual performance appraisal</li> </ul>	<ul style="list-style-type: none"> <li>- Provide equal employment opportunities without discrimination</li> <li>- Safe and conducive working environment</li> <li>- Training and development programmes</li> <li>- Fair human resource practices</li> <li>- Employee engagement and wellbeing initiatives</li> </ul>
<b>Investors and Shareholders</b>	<ul style="list-style-type: none"> <li>• Long-term sustainable growth</li> <li>• Return on investments</li> <li>• Financial performances</li> <li>• Responsible governance</li> <li>• EESG initiatives</li> </ul>	<ul style="list-style-type: none"> <li>✓ Annual reports</li> <li>✓ Annual General Meeting</li> <li>✓ Quarterly financial report announcements</li> <li>✓ Announcement through Bursa Malaysia</li> <li>✓ Corporate website</li> <li>✓ Press releases and public announcements</li> </ul>	<ul style="list-style-type: none"> <li>- Transparent financial and sustainability disclosures</li> <li>- Timely announcements of results and material information</li> <li>- Continuous enhancement of governance and sustainability practices</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Project reliability and technical capabilities</li> <li>• Project/Product delivery and timeliness</li> <li>• Regulatory coordination</li> <li>• Product/Service quality and pricing</li> <li>• Innovation and technology</li> <li>• After-sales support and warranty</li> <li>• Safety and health</li> </ul>	<ul style="list-style-type: none"> <li>✓ Face-to-face meetings</li> <li>✓ Client feedback</li> <li>✓ Corporate website</li> <li>✓ Electronic mail and phone calls</li> <li>✓ Site visits</li> <li>✓ WhatsApp communication</li> <li>✓ Annual reports</li> </ul>	<ul style="list-style-type: none"> <li>- Offer high-quality and timely delivery of services and products</li> <li>- Continuous improvement in service and technical capability</li> <li>- Adhere to the Personal Data Protection Act 2010</li> </ul>
<b>Suppliers and Subcontractors</b>	<ul style="list-style-type: none"> <li>• Ethical sourcing and supply chain practices</li> <li>• Fair contract practices</li> <li>• Fair pricing and payment terms</li> <li>• Prompt settlement of payment</li> <li>• Work scope clarity and allocation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Face-to-face meetings</li> <li>✓ Site visits</li> <li>✓ Technical meetings</li> <li>✓ Toolbox meetings</li> <li>✓ Electronic mail and phone calls</li> <li>✓ WhatsApp communication</li> <li>✓ Supplier/Subcontractor evaluation and appraisal</li> </ul>	<ul style="list-style-type: none"> <li>- Fair procurement practices</li> <li>- Timely payment processing</li> <li>- Supplier performance monitoring and engagement</li> </ul>

## SUSTAINABILITY STATEMENT (continued)

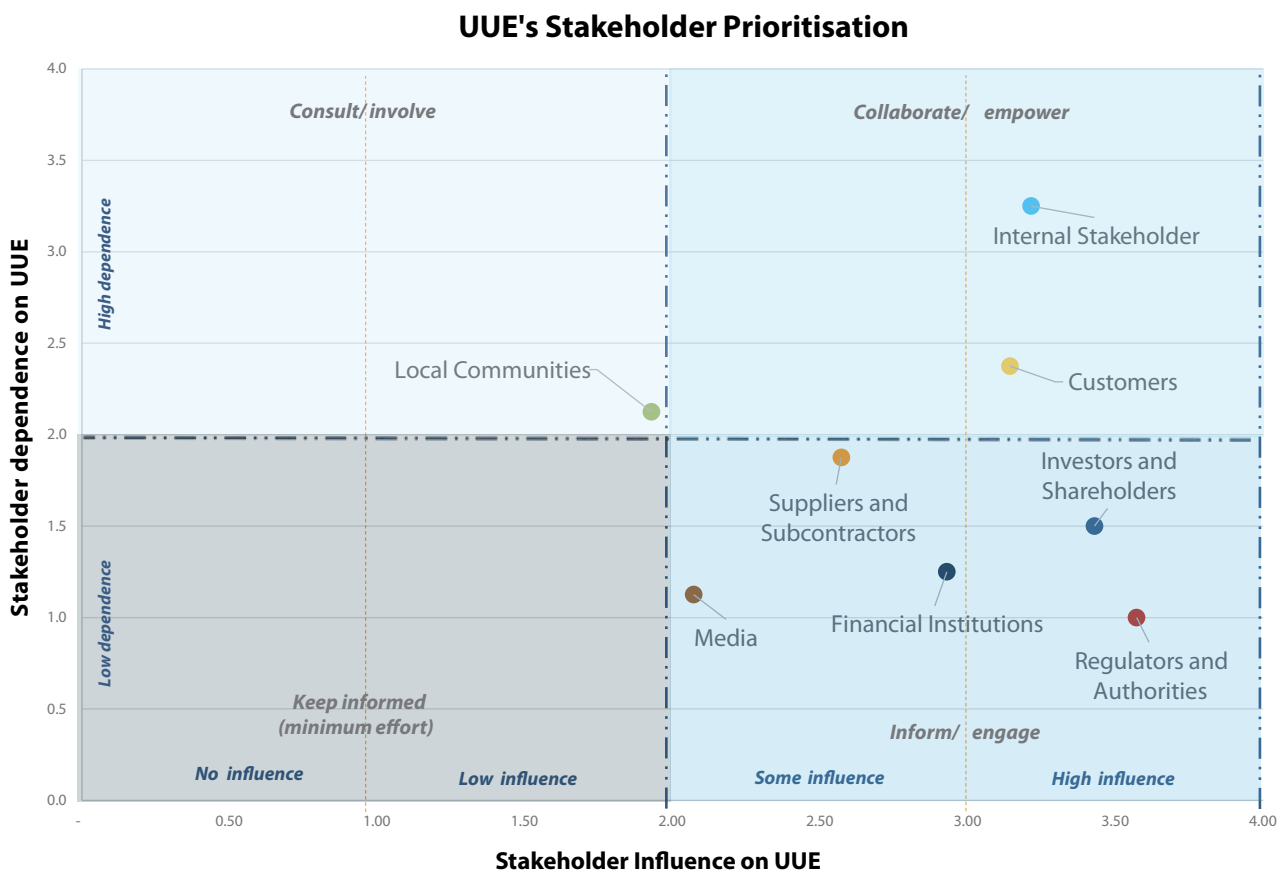
Stakeholder Group	Key Focus Area	Type of Engagement	Our Response
<b>Regulators and Authorities</b>	<ul style="list-style-type: none"> <li>Compliance with various laws and regulations</li> <li>Approvals and permits</li> <li>Adherence to standards and certification</li> <li>Corporate governance compliance</li> </ul>	<ul style="list-style-type: none"> <li>✓ Face-to-face meeting</li> <li>✓ Electronic mail</li> <li>✓ Permit or licence application</li> <li>✓ Site visits and audits</li> <li>✓ Official submissions and letters</li> <li>✓ Corporate website</li> </ul>	<ul style="list-style-type: none"> <li>- Full regulatory compliance</li> <li>- Timely submission of required documents</li> <li>- Adoption of practices outlined in the MCCG</li> </ul>
<b>Local Communities</b>	<ul style="list-style-type: none"> <li>Indirect economic impact</li> <li>Environmental impact of operations</li> <li>Social impact and responsibility</li> <li>Contribution to community well-being</li> </ul>	<ul style="list-style-type: none"> <li>✓ CSR initiatives</li> <li>✓ Face-to-face meeting</li> <li>✓ Press release and announcements</li> <li>✓ Corporate website</li> <li>✓ Annual reports</li> </ul>	<ul style="list-style-type: none"> <li>- Environmental management practices</li> <li>- Support for local well-being programmes</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>Corporate reputation and image</li> <li>Corporate social responsibility initiatives</li> <li>Environmental impact</li> <li>Ethical business practices</li> </ul>	<ul style="list-style-type: none"> <li>✓ Press release and public announcements</li> <li>✓ Interviews</li> <li>✓ Media briefings</li> <li>✓ Corporate website</li> </ul>	<ul style="list-style-type: none"> <li>- Transparent communication of corporate developments and sustainability initiatives</li> </ul>
<b>Financial Institutions</b>	<ul style="list-style-type: none"> <li>Financial health and creditworthiness</li> <li>Business viability and growth potential</li> <li>Risk management and governance</li> </ul>	<ul style="list-style-type: none"> <li>✓ Face-to-face meeting</li> <li>✓ Electronic mail and phone calls</li> <li>✓ Annual reports</li> </ul>	<ul style="list-style-type: none"> <li>- Clear financial reporting</li> <li>- Strong governance and risk management practices</li> </ul>

## SUSTAINABILITY STATEMENT (continued)

Following the identification of key stakeholder groups, the Group adopts a stakeholder prioritisation approach based on two key dimensions: (i) the level of influence on the Group’s operations and decision-making, and (ii) the level of dependence or impact experienced by stakeholders as a result of the Group’s activities. This approach enables the Group to prioritise engagement efforts with stakeholders that are most critical to business performance, regulatory compliance, and long-term value creation.

Based on the outcome of this prioritisation exercise, the Group applies a differentiated engagement approach to ensure that stakeholder interactions are appropriate, proportionate, and effective. Stakeholders are engaged according to the level of priority assigned, ranging from “keep informed” (minimum engagement effort), “inform/engage”, “consult/involve”, to “collaborate/empower”, depending on their level of influence and impact.

The results of the stakeholders’ prioritisation exercise for the Group are tabulated in the Stakeholder Prioritisation Matrix below, with the recommended level of engagement for respective quadrants.



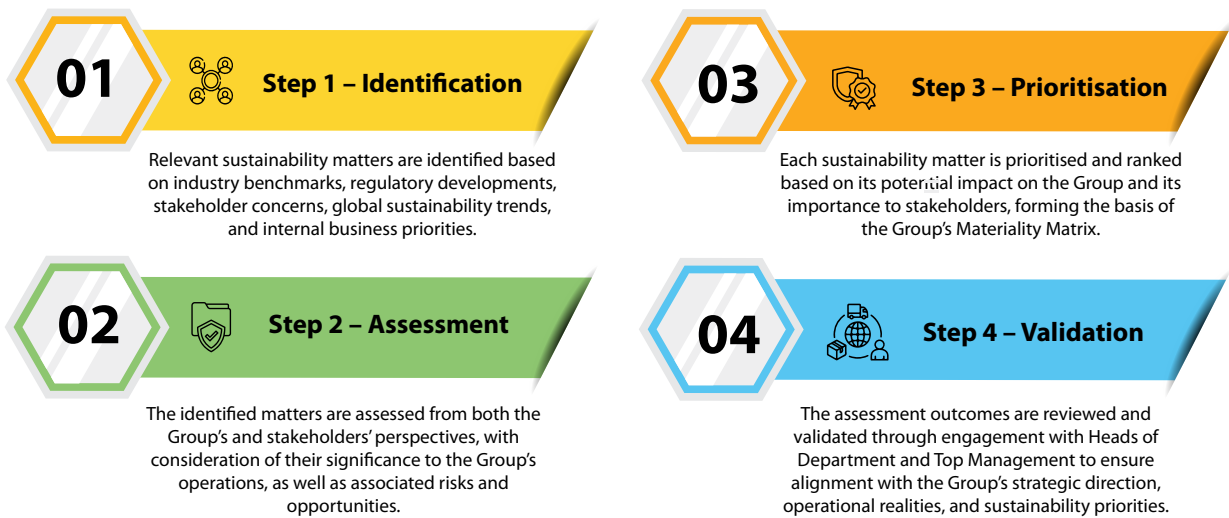
# SUSTAINABILITY STATEMENT (continued)

## MATERIALITY ASSESSMENT

The Board recognises the materiality assessment as a fundamental process in identifying, evaluating, and prioritising the sustainability risks and opportunities that are most relevant to the Group and its stakeholders. This process supports the Group in focusing its sustainability efforts on areas that have the most significant impact on business continuity, value creation, and long-term sustainability.

Material sustainability matters are identified through a structured and systematic materiality assessment process focusing on relevant EESG factors aligned with the UUE Group’s operations across both engineering and manufacturing activities. The process, approved by the Board and guided by the Bursa Malaysia Sustainability Reporting Guide and Toolkit: Materiality Assessment, has been adapted to reflect the Group’s business nature, geographical footprint, and operational scale.

The Group’s materiality assessment process follows a structured four-step approach:



Sustainability matters are identified through both internal and external sources, including industry benchmarks, regulatory developments, stakeholder concerns, global sustainability trends, and internal priorities. Identified sustainability matters are consolidated and categorised into respective sustainability categories in the Sustainability Matter Listing.

Each identified sustainability matter is assessed and categorised as Material, Medium Priority, or Non-Material, based on its significance to the Group’s business operations and its influence on stakeholder expectations and decision-making. The assessment considers both the potential impact on the Group’s financial and operational performance, as well as the level of stakeholder concern and relevance.

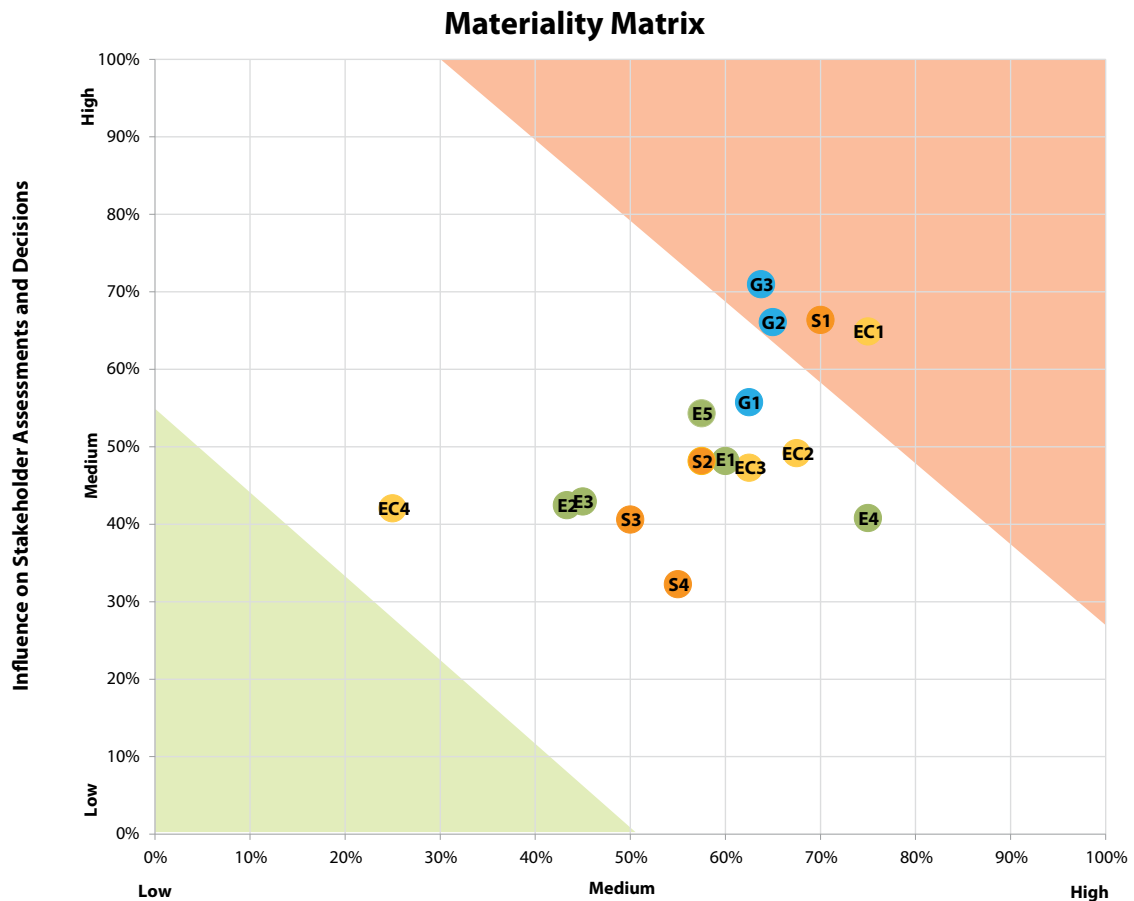
During the financial year, the Group undertook a targeted review of its materiality assessment process following its expansion into the renewable energy sector. This review was conducted to ensure that the Group’s evolving business activities, operational landscape, and stakeholder expectations continue to be appropriately reflected in its sustainability assessment framework.

Based on this review, the Group concluded that no new sustainability matters were identified, and the existing sixteen (16) sustainability matters remain relevant and continue to adequately capture the Group’s key sustainability risks and opportunities. Accordingly, the Group did not undertake a full reassessment of its materiality matrix during the financial year. This approach ensures continuity, consistency, and comparability in sustainability reporting, while maintaining the relevance of the Group’s existing material sustainability matters in light of its evolving stakeholder landscape.

# SUSTAINABILITY STATEMENT (continued)

A total of sixteen (16) sustainability matters were identified as relevant to the Group’s operations and stakeholders. Of these, four (4) matters were determined to be material, based on their significance to both the Group’s business operations and stakeholder expectations.

These material matters are presented in the Materiality Matrix, which illustrates the relative importance of each sustainability matter from both the stakeholder perspective and the Group’s business impact.



**Significance of UUE's Economic, Environmental, Social and Governance Impacts**

**Economic**

- EC1 : Sustainable revenue growth
- EC2 : Supply chain sustainability
- EC3 : Technology and innovation
- EC4 : Community engagement and social investment

**High Importance - Key matters to prioritise**

**Environmental**

- E1 : Energy consumption and emissions
- E2 : Waste management and recycling
- E3 : Water management
- E4 : Climate change resilience
- E5 : Product and services responsibility (Environmental)

**Governance**

- S1 : Corporate governance
- S2 : Anti-bribery and corruption
- S3 : Regulatory compliance

**High Importance - Key matters to prioritise**

**Social**

- S1 : Occupational safety and health
- S2 : Human rights, labour practices and employees’ welfare
- S3 : Training and skills development
- S4 : Workforce diversity and inclusion

# SUSTAINABILITY STATEMENT (continued)

## SUSTAINABILITY STRATEGIES AND UNSDGs MAPPING

At UUE Group, sustainability is integral to our long-term business strategy. We recognise that as a Group involved in underground utilities engineering solutions, the manufacturing and trading of HDPE pipes, as well as the provision of EPCC services for solar PV systems, our operations impact not just the economy, but also the environment, workforce and society at large. Accordingly, our sustainability strategies are focused on promoting responsible business practices that support resilient infrastructure, environmental stewardship, workforce well-being, and strong governance.

Guided by the material sustainability matters identified through our assessments, we have aligned our sustainability strategies with the UNSDGs, focusing on those that are most relevant to our business activities and areas where we can contribute meaningfully.

To operationalise this approach, we have established four (4) key sustainability goals across EESG dimensions. These goals are mapped to our sixteen (16) identified sustainability matters and aligned with the relevant UNSDGs, ensuring a structured and focused approach in driving sustainable value creation and managing sustainability risks and opportunities.

## UUE Group Sustainability Goals



The Group has also established sustainability objectives aligned with the identified material sustainability matters to support the implementation of its sustainability strategies and long-term business resilience. These sustainability objectives are reviewed annually by the SRMC, taking into consideration the Group's sustainability performance, evolving business environment, stakeholder expectations, regulatory developments, and emerging sustainability trends. Where appropriate, the SRMC will recommend new or revised sustainability objectives, targets, and initiatives to the ARMC and subsequently to the Board for review and approval.

Progress against these objectives and related sustainability performance indicators is monitored and reviewed by the SRMC on an ongoing basis. Sustainability performance updates and progress against established objectives are discussed annually at the SRMC level prior to escalation and reporting to the ARMC and subsequently to the Board for oversight and strategic deliberation.

## SUSTAINABILITY STATEMENT (continued)

The Group's sustainability objectives for FY2026 remained unchanged from FY2025, reflecting continuity in the Group's sustainability focus areas and consistency in monitoring performance against established targets. This approach supports comparability of sustainability performance over time and ensures stability in the Group's sustainability management framework.

The performance of the Group's sustainability objectives set for FY2026 is summarised as follows:

Objectives	Performance			Status
Visit at least two (2) beneficiaries every financial year	More than 2 beneficiaries were visited during the financial year			Objective met
Increase utilisation of solar energy to reduce carbon footprint (e.g. CO <sub>2</sub> e emissions) and electricity costs		<b>FY 2025</b>	<b>FY 2026</b>	Objective met
	Solar Energy Generated	134,419kWh	148,865kWh	
	CO <sub>2</sub> e Avoided *(Based on solar energy generated)	104.04 MTCO <sub>2</sub> e	115.22 MTCO <sub>2</sub> e	
	Total Savings	RM54,215	RM57,371	
Implement at least one (1) environmental initiative to reduce environmental impact	Utilisation of rainwater for cooling HDPE pipes during production, reducing water consumption and improving resource efficiency			Objective met
Achieve at least 30% women representation at the Board level	3 out of 8 directors are women (37.5%)			Objective met
Zero occupational health incidents and zero fatalities	Zero occupational health incidents and zero fatalities recorded			Objective met
Zero fines and penalties	No fines or penalties recorded during the financial year			Objective met
Ensure 100% of employees are trained on the anti-bribery policy within six (6) months of employment	100% of employees were trained and communicated on the anti-bribery policy within six (6) months of employment.			Objective met

### RISK MANAGEMENT

The Board of UUE Group is responsible for overseeing the Group's risk management framework and ensuring that it remains aligned with the Group's strategic objectives, core values, and long-term sustainability direction. The Group adopts a comprehensive risk management approach supported by both the Board and Top Management.

The SRMC supports Top Management in identifying, assessing, monitoring, and managing sustainability-related risks and opportunities across the Group's operations. The SRMC also facilitates the integration of environmental, economic, social and governance considerations into the Group's risk management and sustainability management processes, including the review of material sustainability matters, sustainability objectives, performance indicators, and related action plans.

The Board exercises oversight of the effectiveness of the Group's risk management and internal control systems through the ARMC, which assists the Board in reviewing risk-related matters, including EESG risks and opportunities.

EESG risks and opportunities are embedded within the Group's enterprise risk management framework. These risks are identified, assessed, and reviewed periodically as part of the Group's risk assessment process to ensure they are appropriately managed and to enable the Group to capitalise on emerging opportunities arising from evolving market, regulatory, and environmental developments.

## SUSTAINABILITY STATEMENT (continued)

The identification of material sustainability matters further strengthens the Board’s ability to make informed decisions and supports a proactive approach to risk management. By addressing these matters through structured action plans and forward-looking strategies, the Group enhances its organisational resilience, mitigates potential risks, and supports sustainable long-term value creation.

The table below summarises the key risks and opportunities associated with each sustainability matter.

	Sustainability Matters	Risks	Opportunities
<b>ECONOMIC</b>	Sustainable revenue growth	Economic slowdown, project delays, intense competition, rising operating costs, dependence on key customers or sectors	Diversification and expansion into new markets, recurring project pipeline
	Supply chain sustainability	Supply disruption, raw material price volatility, supplier non-compliance, delays in procurement and delivery	Stronger supplier relationships, improved supply chain resilience, enhanced operational efficiency, increased local sourcing and sustainable procurement practices
	Technology and innovation	Technology obsolescence, implementation costs, operational disruption during adoption	Improved operational efficiency, enhanced project quality and productivity, reduced environmental impact, development of renewable energy and smart infrastructure capabilities
	Community engagement and social investment	Reputational risk arising from poor community relations, stakeholder dissatisfaction, reduced social licence to operate	Stronger community trust, enhanced corporate reputation, improved stakeholder relationships, positive social impact and brand value enhancement
<b>ENVIRONMENTAL</b>	Energy consumption and emissions	Rising energy costs, increased regulatory scrutiny on emissions, exposure to carbon-related regulations and transition risks	Improved energy efficiency, operational cost savings, lower greenhouse gas emissions, improved environmental performance
	Waste management and recycling	Improper waste handling, environmental pollution, regulatory non-compliance, increased disposal costs	Improved resource efficiency, cost savings through recycling initiatives, reduced environmental footprint, enhanced environmental compliance
	Water management	Water supply disruption, inefficient water usage, contamination or discharge non-compliance	Improved water efficiency, reduced operational costs, enhanced environmental stewardship, stronger compliance with environmental regulations
	Climate change resilience	Extreme weather events, operational disruption, physical damage to infrastructure, evolving climate regulations	Increased resilience of operations, improved business continuity planning, opportunities in climate adaptation and renewable energy-related services
	Product and services responsibility (Environmental)	Product defects, environmental impact across product lifecycle, failure to meet customer or regulatory expectations	Development of environmentally responsible products and services, improved customer confidence, competitive differentiation and enhanced market positioning

## SUSTAINABILITY STATEMENT (continued)

	Sustainability Matters	Risks	Opportunities
<b>SOCIAL</b>	Occupational safety and health	Workplace accidents, injuries, fatalities, project delays, regulatory penalties, increased insurance and compensation costs	Safer working environment, improved employee morale and productivity, reduced incident-related costs, stronger safety culture and compliance performance
	Human rights, labour practices and employees' welfare	Labour disputes, employee dissatisfaction, non-compliance with labour laws, reputational risks relating to worker welfare	Improved employee engagement and retention, stronger workplace culture, enhanced employer reputation, improved workforce stability
	Training and skills development	Skills gaps, reduced productivity, inability to adapt to evolving technologies and regulatory expectations	Enhanced employee competency, improved operational efficiency, stronger leadership capabilities, better innovation and workforce adaptability
	Workforce diversity and inclusion	Workplace discrimination, talent attraction and retention challenges, reduced employee engagement	Broader talent pool, enhanced creativity and innovation, stronger organisational culture, improved employee satisfaction and collaboration
<b>GOVERNANCE</b>	Corporate governance	Weak oversight, poor decision-making, internal control failures, reputational and financial risks	Improved accountability and transparency, stronger stakeholder confidence, enhanced strategic oversight and long-term sustainability performance
	Anti-bribery and corruption	Fraud, bribery, legal penalties, reputational damage, loss of stakeholder trust	Strong ethical culture, improved stakeholder confidence, enhanced compliance and business integrity, reduced legal and financial exposure
	Regulatory compliance	Regulatory breaches, fines and penalties, project suspension, reputational damage	Stronger compliance culture, improved operational discipline, enhanced stakeholder confidence, better preparedness for evolving regulatory requirements

# SUSTAINABILITY STATEMENT (continued)

## SUSTAINABILITY FOCUS

### ECONOMIC

*“Drive Sustainable Economic Growth and Innovation”*



#### Sustainable Revenue Growth

*“Driving long-term, responsible revenue growth through strategic expansion and sustainable business practices”*

At UUE Group, we are committed to building long-term economic value by progressively embedding sustainability into our business strategy. Our focus is on delivering consistent value to customers, supporting job creation, and contributing to local economies through responsible and resilient growth.

During the financial year, the Group continued to broaden its presence within Malaysia by expanding the range and scale of its underground utilities engineering solutions, while also strengthening its operations in Singapore. These initiatives are aimed at enhancing operational efficiency, improving service capabilities, and sustaining long-term business performance.

For FY2026, the Group recorded revenue of RM209.0 million, compared to RM170.0 million in FY2025, representing an increase of approximately 22.9% year-on-year.

In terms of revenue composition, the underground utilities engineering segment contributed approximately 89.3% in FY2026, compared to 86.8% in FY2025, representing an increase of 2.5%, reflecting the continued strengthening of the Group’s core engineering business. The manufacturing and trading of HDPE pipes accounted for approximately 10.0% in FY2026, compared to 13.2% in FY2025, reflecting a lower relative contribution from this segment in FY2026 as the Group’s revenue base expanded.

During FY2026, the Group also commenced a new renewable energy-related business segment through its solar PV operations, which contributed approximately 0.7% of total revenue. As this segment was not present in FY2025, it is not included in the prior year composition comparison.

Through prudent resource management and continuous stakeholder engagement, the Group strives to align its growth ambitions with positive social and environmental outcomes. The Group remains focused on sustainable and disciplined growth, ensuring that value creation benefits both stakeholders and the communities in which it operates.

#### Supply Chain Sustainability

*“Strengthening a resilient, responsible, and locally anchored supply chain”*

At UUE Group, we are committed to fostering a sustainable and resilient supply chain that aligns with our core values. Recognising the importance of local sourcing, we prioritise procuring goods and services from domestic suppliers and subcontractors who meet our quality, ethical, and environmental standards.

To ensure our suppliers and subcontractors adhere to our Group’s expectations, we conduct annual performance evaluations. Collaborative engagement with our suppliers and subcontractors is central to our strategy. This enables the Group to continuously strengthen supply chain resilience and promote responsible business conduct across its value chain.

## SUSTAINABILITY STATEMENT (continued)

Collaborative engagement with suppliers and subcontractors remains a key pillar of our supply chain strategy. Supporting local businesses contributes to community development, enhances supply responsiveness, and improves operational efficiency. In addition, local procurement helps reduce reliance on distant suppliers, thereby lowering the risk of supply chain disruptions and reducing transportation-related carbon emissions. Through these initiatives, we aim to build a more resilient, efficient and sustainable supply chain that creates long-term value for our stakeholders.

In FY2026, our Group remains committed to prioritising local suppliers and subcontractors, with 99.5% of total expenditure attributable to local suppliers, consistent with FY2025 at 99.5%, reflecting sustained prioritisation of domestic sourcing and supply chain stability.

	FY2025	FY2026
<b>Proportion of spending on local suppliers</b>	99.5%	99.5%

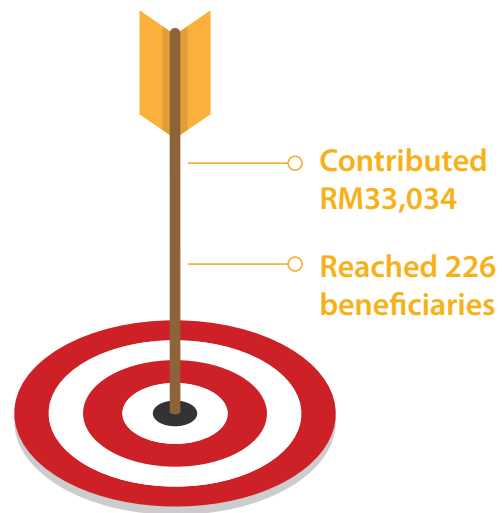
The Group will continue to strengthen its supplier engagement framework to further enhance sustainability integration within the supply chain ecosystem.

### Community Engagement and Social Investment

**“Creating shared value through meaningful community engagement and social investment”**

At UUE Group, we recognise that the success and sustainability of our business are closely tied to the well-being of the communities in which we operate. As a provider of underground utilities engineering solutions and HDPE pipe manufacturing and trading, our operations have both direct and indirect impacts on local communities. Meaningful community engagement and social investment enable us to build trust, contribute to local development and strengthen our social licence to operate. These efforts support long-term value creation, reduce operational risks and align with national and global sustainability goals.

Guided by our commitment to responsible business practices, our Group adopts a proactive approach to community engagement and social investment. We identify community needs through ongoing stakeholder engagement and support initiatives that deliver long-term social value. Our areas of focus include education, environmental stewardship, disaster relief, and livelihood enhancement.



In line with the Group’s sustainability objective of visiting at least two beneficiaries annually, the Group continued to strengthen its community outreach efforts throughout FY2026. During the financial year, the Group successfully exceeded this objective through the implementation of several community engagement and social investment initiatives spanning education support, environmental conservation, employee welfare, and community empowerment. Collectively, these initiatives involved total contributions amounting to RM33,034 and benefited approximately 226 beneficiaries. These initiatives reflect the Group’s continued commitment to creating positive and meaningful impact both within and outside the organisation.

## SUSTAINABILITY STATEMENT (continued)

- Education Support

The Group contributed a total of 200 tables to SJK(C) Foon Yew 2, Johor Bahru, with a total value of RM27,000 (at RM135 per table), as part of its education support initiative. This contribution was made to enhance the school's learning facilities and improve the overall educational environment for students.

The donation was particularly aimed at replacing existing tables that were old, worn out, and no longer in suitable condition for use. Many of the existing tables had chipped laminate surfaces and signs of deterioration, which posed potential safety hazards and could affect students' comfort and concentration during classroom learning.

By providing new and durable tables, the Group seeks to support a safer, more comfortable, and conducive learning environment, thereby contributing to improved student well-being and educational experience.



## SUSTAINABILITY STATEMENT (continued)

- Environmental Conservation

The Group organised a mangrove planting activity at Tanjung Piai, involving 23 employees comprising representatives from various subsidiaries within the Group. The programme aimed to promote environmental sustainability while fostering collaboration and teamwork among employees. Led by the Company Director, the team participated in a hands-on conservation initiative, which included planting native mangrove saplings along the coastline, transplanting mangrove seedlings into pots with premix soil, and conducting coastal clean-up activities.

Throughout the day, employees worked closely together in a collaborative and engaging environment, gaining first-hand exposure to the importance of mangrove ecosystems and the environmental challenges affecting coastal areas. Beyond its environmental impact, the activity also served as a meaningful team-building initiative, strengthening interpersonal relationships, enhancing teamwork, and reinforcing shared values of responsibility, unity, and environmental stewardship.

The programme not only contributed to the restoration and preservation of the Tanjung Piai coastal ecosystem but also reinforced a strong sense of collective purpose among employees. Each sapling planted symbolised the Group's ongoing commitment to sustainability, while also leaving a lasting positive impact on both participants and the local community.



- Community Empowerment

The Group also extended its support towards community empowerment initiatives through a donation in support of CSR projects organised by Raja, Darryl and Loh in conjunction with Hong Leong Bank’s Business & Corporate Banking Chinese New Year Fundraising Dinner 2025. The contribution reflects the Group’s commitment to supporting meaningful community-focused initiatives and strengthening collaborative efforts that create positive social impact. Through such initiatives, the Group aims to contribute towards broader community development efforts while fostering stronger relationships with business partners and stakeholders.



In addition, the Group continues to demonstrate its commitment to social support through its “Bakul Kasih” initiative, which reflects a culture of compassion and care. During the financial year, assistance was extended to a single mother facing family hardship. The initiative also encouraged employees of the Group to voluntarily contribute, fostering a shared sense of empathy, solidarity, and collective responsibility within the organisation.

	<b>FY2025</b>	<b>FY2026</b>
<b>Total amount invested in the community where the target beneficiaries are external to the Group</b>	RM27,955	RM33,034
<b>Total number of beneficiaries of the investment in communities</b>	23	226

## SUSTAINABILITY STATEMENT (continued)

# ENVIRONMENTAL

*“Strengthen Environmental Stewardship and Climate Resilience”*



### Energy Consumption and Emissions

*“Enhancing energy efficiency and reducing carbon footprint”*

Energy consumption and greenhouse gas (“GHG”) emissions are key environmental impacts associated with our operations, particularly in manufacturing and engineering works. As the world transitions toward a low-carbon economy, managing energy usage and reducing emissions is essential for climate resilience, regulatory compliance and long-term cost savings.

At UUE Group, we understand that addressing our carbon footprint not only aligns with global efforts to combat climate change but also enhances our operational efficiency and reputation as a responsible business. During the financial year, we further reinforced this commitment by expanding into the renewable energy sector through our newly incorporated subsidiary, Enerxite Sdn Bhd. This development marks an important step in our transition journey towards cleaner energy adoption and positions us to better integrate renewable energy solutions into our broader operations.

To support this commitment, 25% of our operational sites are covered by recognised environmental management systems such as ISO 14001. In particular, our HDPE pipe manufacturing plant is accredited with ISO 14001:2015 Environmental Management System certification, which provides a systematic framework for sustainably managing environmental responsibilities. This certification reflects our dedication to continuous improvement, regulatory compliance, and minimisation of adverse environmental impacts.



As part of our renewable energy initiatives, we continue to utilise solar energy within our operations to reduce reliance on grid electricity and lower carbon emissions. Excess solar energy generated from our solar PV system is also exported to Tenaga Nasional Berhad (“TNB”) under the Net Energy Metering (“NEM”) Scheme, contributing towards energy efficiency and supporting the broader transition towards cleaner energy adoption.

We are committed to continuously improving energy efficiency and reducing our environmental footprint through a structured energy and emissions management approach. Moving forward, we aim to further strengthen our strategy by:

- Accelerating renewable energy integration across our operations, including increased utilisation of solar energy generated through our renewable energy subsidiary and exploring opportunities for wider internal adoption.
- Enhancing energy efficiency and electrification efforts, including progressive adoption of energy-efficient equipment, machinery, and electric vehicles (EVs) where feasible.
- Optimising energy management systems and monitoring tools to improve data accuracy, track performance, and support emissions reduction decision-making.
- Strengthening employee awareness and engagement programmes to foster a sustainability-driven culture and encourage responsible energy consumption behaviour across all levels of the organisation.

## SUSTAINABILITY STATEMENT (continued)

### Energy Consumption

Our operations consume diesel and petrol as part of our day-to-day operational activities. Diesel is primarily utilised for machinery, excavators and generators, as well as operational fleet vehicles used in underground utilities engineering and forklifts used in manufacturing activities. Petrol is mainly used for company-owned passenger vehicles, transportation for operational and site activities, as well as certain light machinery and equipment.

During FY2026, diesel and petrol collectively represented approximately 70.6% of the Group's total energy consumption, making them the largest sources of energy consumed across our operations due to the nature of our engineering and manufacturing activities. Diesel accounted for approximately 35.4% of total energy consumption, while petrol contributed approximately 35.2%. Purchased grid electricity represented approximately 27.8%, while renewable energy generated from solar PV systems contributed approximately 1.6% of total energy consumption.

Both diesel and petrol consumption are closely monitored as part of our energy and emissions management efforts to encourage responsible fuel usage, improve operational efficiency, and identify opportunities for optimisation and emissions reduction initiatives.

In addition to diesel and petrol, electricity is another primary source of energy used across our operations, powering both our manufacturing plant and office facilities. To reduce reliance on grid electricity, we have installed solar PV systems at both our headquarters office and manufacturing facility, enabling us to generate a portion of our electricity from renewable sources and lower our carbon footprint.

In August 2022, we commissioned our first solar PV system at our manufacturing facility, with a generation capacity of 139.32 kilowatt peak ("kWp"). In October 2024, we expanded our renewable energy efforts with the installation of a second PV system at our headquarters office, rated at 23.6 kWp. Both systems are connected to TNB's NEM Scheme, allowing us to export excess electricity back to the grid and further optimise energy efficiency.

We achieved our objective of increasing solar-generated energy in FY2026 to reduce both our carbon footprint and electricity expenses. This resulted in the self-generation of 148,865 kilowatt hours ("kWh") of solar energy, contributing to electricity cost savings of approximately RM57,371 during the financial year. In addition, we exported an excess of 36,145 kWh of self-generated solar energy to TNB under the NEM Scheme. This progress underscores our commitment to integrating renewable energy into our operations and strengthening our environmental responsibility.

Our non-renewable energy sources comprise diesel, petrol, and purchased grid electricity, while renewable energy is generated from our solar PV systems. In FY2026, the Group recorded a total energy consumption of 25,104.07 gigajoules ("GJ"), equivalent to 6,973.41 megawatt-hours ("MWh"), representing an increase of approximately 29.2% compared to FY2025. The increase was mainly attributable to higher operational activities during the financial year.

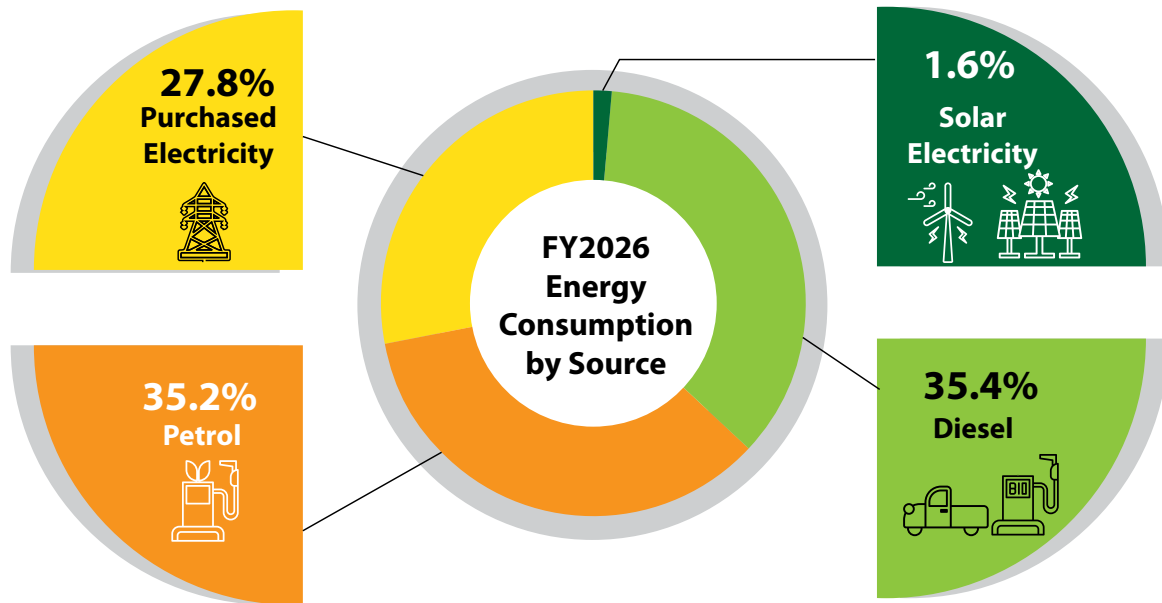
	FY2025		FY2026	
	GJ	MWh	GJ	MWh
<b>Non-renewable source energy consumption</b>	19,030.23	5,286.18	24,698.28	6,860.69
<b>Renewable source energy consumption</b>	399.12*	110.86*	405.79	112.72
<b>Total energy consumption</b>	<b>19,429.35</b>	<b>5,397.04</b>	<b>25,104.07</b>	<b>6,973.41</b>

Note:

The reporting of energy data above is computed based on UK Government GHG Conversions Factors Company Reporting 2025.

(\*) The renewable energy consumption figure for FY2025 has been restated to exclude excess solar energy exported to TNB under the NEM Scheme.

## SUSTAINABILITY STATEMENT (continued)



Of the total energy consumed in FY2026, approximately 98.4% was derived from non-renewable energy sources, while approximately 1.6% was contributed by renewable energy generated from solar PV systems. This reflects our continued reliance on conventional energy sources, particularly diesel, petrol, and purchased electricity, while demonstrating gradual progress in integrating renewable energy into our operations.

While the majority of energy consumed was derived from non-renewable sources, we continued to make progress in incorporating renewable energy into our operations through self-generated solar energy as part of our ongoing transition towards cleaner and more sustainable energy practices.

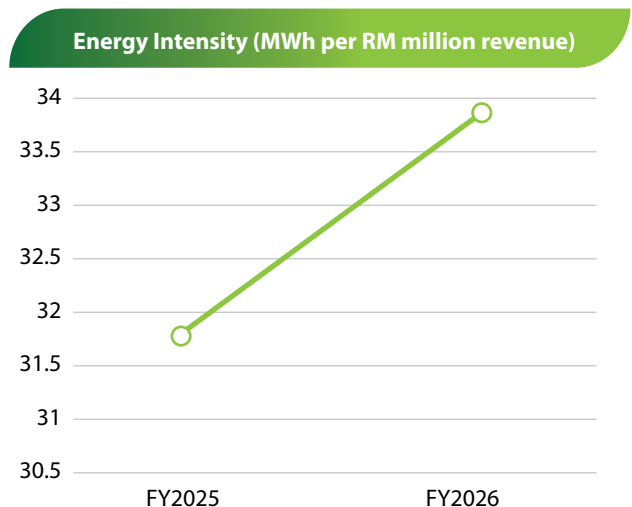
### Energy Intensity

The Group's energy intensity increased from 31.75 MWh per RM million revenue in FY2025 to 33.59 MWh per RM million revenue in FY2026, representing an increase of approximately 5.8% year-on-year.

	FY2025	FY2026
<b>Energy intensity (MWh per RM million revenue)</b>	31.75	33.59

The higher energy intensity in FY2026 was primarily driven by increased total energy consumption associated with higher operational activities during the financial year, particularly in diesel and petrol usage for engineering and manufacturing operations. Although revenue also increased during the year, the rate of increase in energy consumption was higher than revenue growth, resulting in a higher energy intensity ratio. For consistency and comparability purposes, revenue contribution from the EPCC solar PV segment has been excluded from the computation of energy intensity for FY2026, as the newly incorporated solar PV subsidiary had yet to be included within the Group's operational sustainability reporting scope during the financial year.

Despite this increase, the Group continues to focus on improving energy efficiency through ongoing initiatives such as optimisation of fuel usage, adoption of solar energy, and progressive implementation of energy-saving practices across its operations.



# SUSTAINABILITY STATEMENT (continued)

## Greenhouse Gas Emissions

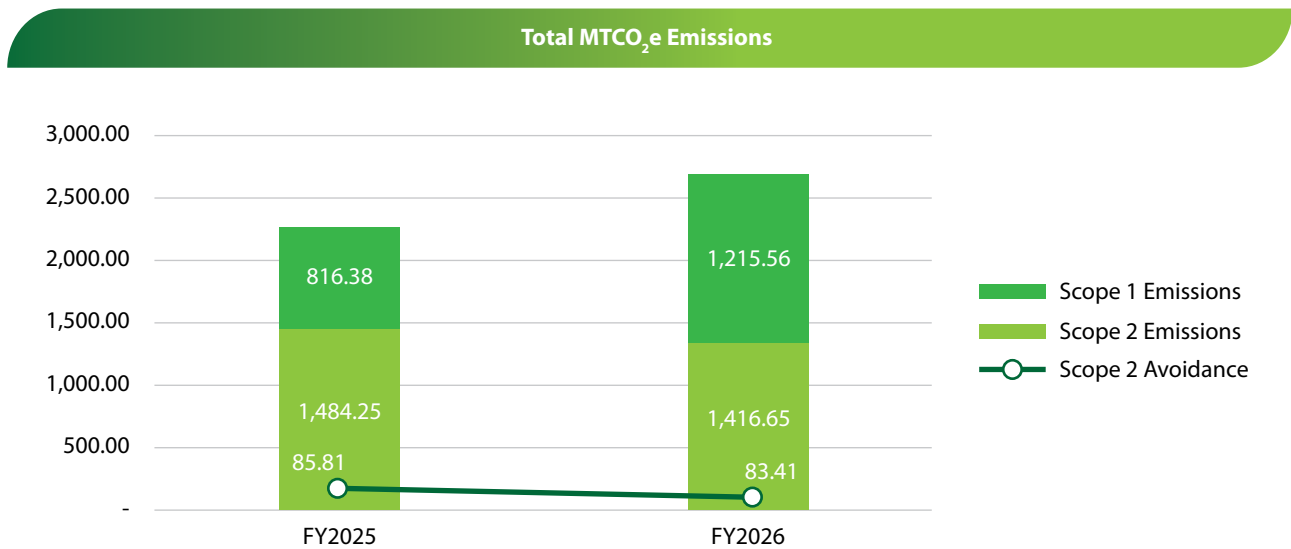
Our greenhouse gas (“GHG”) emissions are categorised in accordance with internationally recognised standards, where Scope 1 emissions arise from direct fuel combustion, including diesel used in fleet vehicles, excavators, generators, machinery, and forklifts, as well as petrol used in company-owned vehicles and certain light machinery and equipment. Scope 2 emissions relate to indirect emissions from purchased electricity supplied by TNB and SP Group, Singapore’s national grid operator.

In FY2026, our total GHG emissions amounted to 2,632.30 metric tonnes of carbon dioxide equivalent (“MTCO<sub>2</sub>e”), compared to 2,300.64 MTCO<sub>2</sub>e in FY2025, representing an increase of approximately 14.4%. The increase was primarily attributable to higher operational activities during the financial year, which resulted in increased fuel consumption, particularly diesel usage in operational fleet vehicles, machinery, excavators, and generators used in engineering and manufacturing activities.

Our self-generated solar electricity successfully enabled us to avoid an estimated 83.41 MTCO<sub>2</sub>e of emissions during FY2026. The lower avoided emissions compared to 85.81 MTCO<sub>2</sub>e in FY2025 was mainly due to the lower grid emission factor applied for Malaysia and Singapore in FY2026, despite higher solar energy generation during the financial year.

The grid emission factor applied for FY2025 was 0.774 kgCO<sub>2</sub>e/kWh for Malaysia and 0.412 kgCO<sub>2</sub>e/kWh for Singapore, while the emission factors applied for FY2026 were 0.740 kgCO<sub>2</sub>e/kWh for Malaysia and 0.402 kgCO<sub>2</sub>e/kWh for Singapore. The lower grid emission factors in FY2026 contributed to lower Scope 2 emissions intensity and lower avoided emissions per unit of solar electricity generated.

In addition, the FY2025 Scope 2 emissions and avoided emissions figures have been restated following refinement of the Group’s reporting methodology. Excess solar electricity exported to TNB under the NEM Scheme, which was previously omitted from the adjustment, has been appropriately excluded from internal electricity consumption and avoided emissions computations to improve reporting accuracy, consistency, and year-on-year comparability.



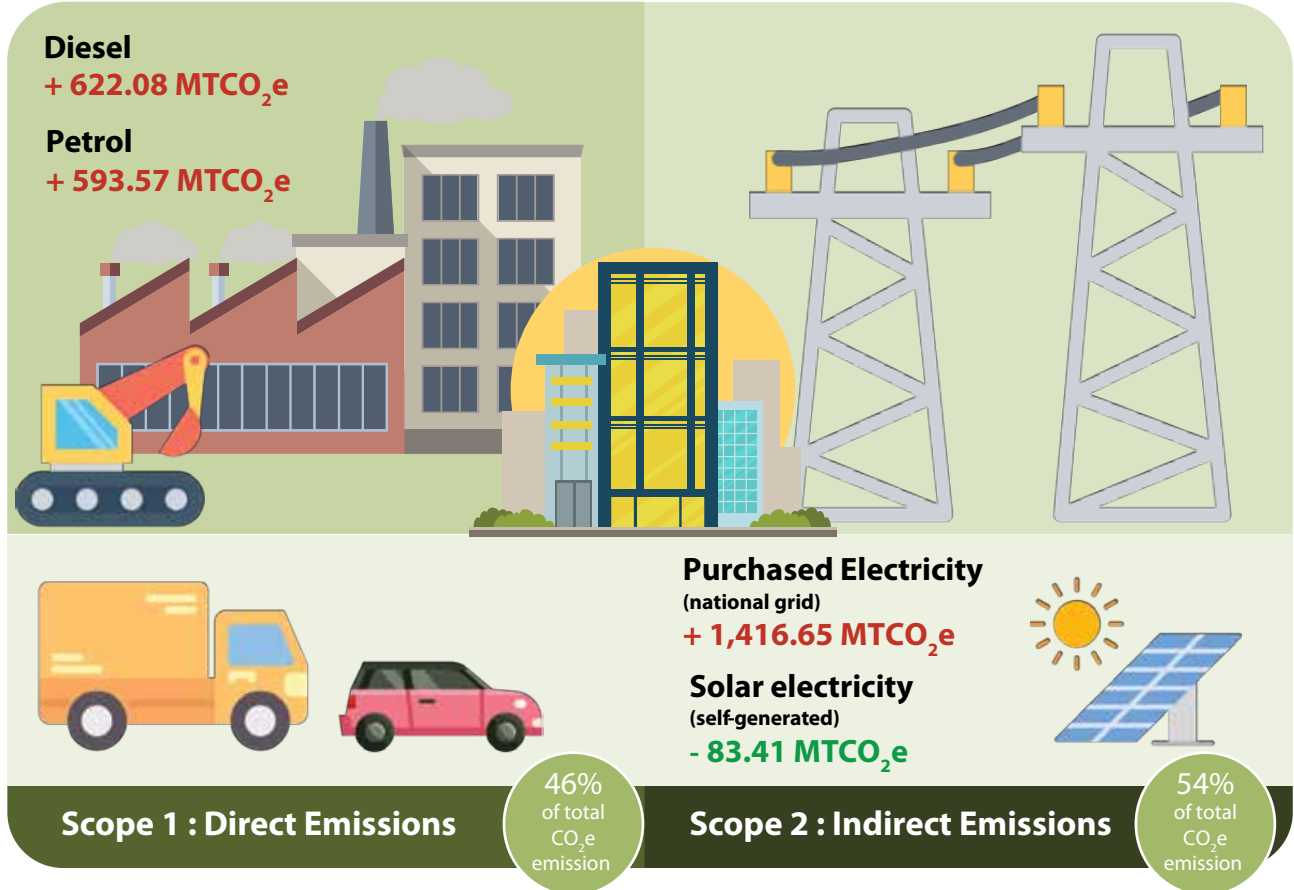
	FY2025 MT CO <sub>2</sub> e	FY2026 MTCO <sub>2</sub> e
<b>Scope 1 Emissions</b>	816.38	1,215.65
<b>Scope 2 Emissions</b>	1,484.26	1,416.65
<b>Total Emissions (Scope 1 &amp; 2)</b>	<b>2,300.64</b>	<b>2,632.30</b>
<b>Emissions Avoided - Solar electricity</b>	<b>-85.81*</b>	<b>-83.41</b>

(\*) Restated

## SUSTAINABILITY STATEMENT (continued)

### Total CO<sub>2</sub>e Emissions and CO<sub>2</sub>e Avoidance in FY2026 (Scope 1 and 2)

Legends: + : CO<sub>2</sub>e emission - : CO<sub>2</sub>e emission avoidance



Note: The reporting of GHG emissions data above is prepared in accordance with the Greenhouse Gas Protocol ("GHG Protocol") Corporate Accounting and Reporting Standard. Scope 1 emissions are computed based on the UK Government GHG Conversion Factors for Company Reporting 2025, while Scope 2 emissions are computed using the Grid Emission Factor ("GEF") Malaysia 2022–2024 issued by the Energy Commission of Malaysia and the GEF Singapore 2024 issued by Energy Market Authority. Avoided emissions arising from self-generated solar energy are reported separately and are excluded from the computation of Scope 2 emissions to prevent double-counting of emissions reduction benefits.

### Greenhouse Gas Emission Intensity

The Group's greenhouse gas ("GHG") emission intensity decreased from 13.53 MTCO<sub>2</sub>e per RM million revenue in FY2025 to 12.68 MTCO<sub>2</sub>e per RM million revenue in FY2026, representing an improvement of approximately 6.3% year-on-year.

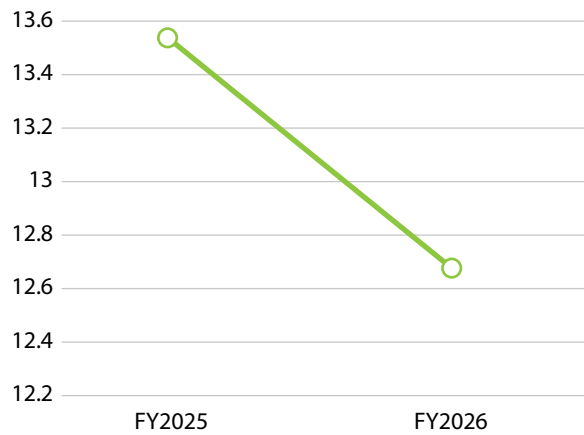
	FY2025	FY2026
<b>Emission intensity (MTCO<sub>2</sub>e per RM million revenue)</b>	13.53	12.68

## SUSTAINABILITY STATEMENT (continued)

The improvement in emission intensity indicates that the Group generated higher economic value relative to the amount of GHG emissions produced during the financial year, reflecting improved carbon efficiency across our operations despite higher operational activities and increased total emissions.

For consistency and comparability purposes, revenue contribution from the EPCC solar PV segment has been excluded from the computation of GHG emission intensity for FY2026, as the newly incorporated solar PV subsidiary had yet to be included within the Group's operational sustainability reporting scope during the financial year. This approach ensures better alignment between the emissions data boundary and the revenue denominator used in the intensity calculation.

**Emission Intensity (MTCO<sub>2</sub>e per RM million revenue)**



### Water Management

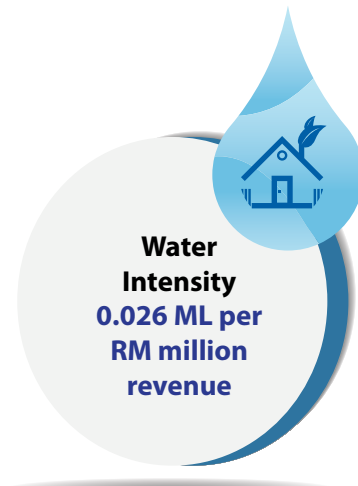
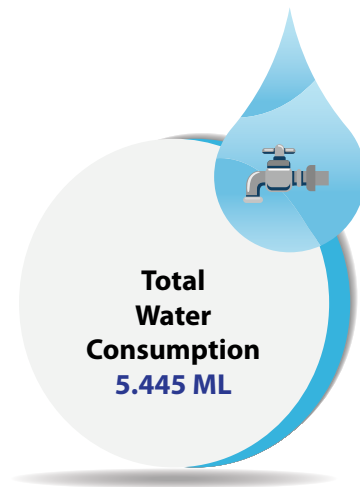
**“Supporting sustainable operations through responsible water management”**

Water is an essential resource in both our underground utility engineering solutions and HDPE pipe manufacturing operations. At UUE Group, we recognise the importance of managing water usage responsibly, not only to ensure business continuity but also to minimise our environmental impact and contribute to sustainable water resource stewardship.

Water is primarily consumed within our manufacturing operations and engineering support facilities, where it is used for production processes and operational activities. Water usage in our underground utility engineering activities is generally driven by project requirements and site conditions, which vary depending on the scale and nature of infrastructure works undertaken during the financial year.

In FY2026, water consumption for underground utility engineering operations increased to 4.046 megalitres (“ML”), compared to 3.227 ML in FY2025, representing an increase of approximately 25.4% year-on-year, mainly due to higher project activity during the financial year.

Water is also used in our HDPE pipe manufacturing process, particularly for cooling extruded pipes during production. In FY2026, water consumption in manufacturing operations increased to 1.399 ML, compared to 1.025 ML in FY2025, representing an increase of approximately 36.5% year-on-year. Despite the increase, we continue to improve water efficiency through our rainwater harvesting and circulation system, which channels collected rainwater into cooling operations to reduce reliance on freshwater intake.



## SUSTAINABILITY STATEMENT (continued)

In FY2026, total water consumption increased to approximately 5.445 ML, compared to 4.252 ML in FY2025, representing an overall increase of approximately 28.0%, mainly driven by higher operational activity across engineering and manufacturing segments.

As a result, our overall water consumption intensity increased marginally from 0.025 ML per RM million revenue in FY2025 to 0.026 ML per RM million revenue in FY2026, representing an increase of approximately 4.0%. The slight increase in intensity reflects higher water usage associated with increased operational activity, which outpaced revenue growth during the financial year. For consistency and comparability purposes, revenue from EPCC solar PV segment has been excluded from the intensity calculation.

Water consumed within our controlled facilities is primarily sourced from municipal water supply systems, supplemented by harvested rainwater utilised within our manufacturing operations to support cooling processes and reduce reliance on freshwater intake. To strengthen governance over water management, we also conducted a water risk assessment using the Aqueduct Water Risk Atlas tool, which indicates that our operations in Johor Bahru, Malaysia, are located in low to medium water risk areas, while our Singapore operations are located in low water risk areas. The assessment covers our headquarters, engineering offices, and manufacturing plant, which are within our operational control.

Beyond operational use, we also promote water conservation practices across our office premises through employee awareness initiatives, preventive maintenance, and prompt reporting of water leaks. While office water consumption represents a smaller proportion of total usage, these practices reinforce our commitment to responsible resource management.

Overall, while water consumption increased in line with business expansion, we remain committed to improving water efficiency through operational optimisation, reuse initiatives, and continuous employee awareness programmes.

### Aqueduct Water Risk Atlas



# SUSTAINABILITY STATEMENT (continued)

## SOCIAL

*"Uphold a Safe, Inclusive and Empowered Workforce"*



### Occupational Safety and Health

*"Safety First in Everything We Do"*

At UUE Group, we are committed to upholding the highest standards of occupational safety and health. Ensuring the safety, health, and well-being of our employees and contractors is fundamental to our operations. We strive to cultivate a workplace culture where safety is prioritised at every level, across all activities and locations, and is embedded in our daily operations through policies, procedures, training and compliance with applicable occupational safety and health standards.

Our commitment to workplace safety is supported by compliance with applicable occupational safety and health legislation in the jurisdictions where we operate, including the Occupational Safety and Health Act 1994 (Amendment 2022) in Malaysia and the Workplace Safety and Health Act in Singapore, alongside internationally recognised safety management standards.

#### Occupational Health and Safety Certification

To demonstrate our commitment to safety excellence, our Group has obtained key safety certifications across our regional operations:

- Our Singapore underground utilities engineering operation is certified with ISO 45001:2018 – Occupational Health and Safety Management System and accredited with bizSafe Level Star, the highest level of certification awarded by the Workplace Safety and Health Council of Singapore.
- Our Malaysia underground utilities engineering operation is accredited with ISO 45001:2018 – Occupational Health and Safety Management Systems.



With these certifications in place, 50% of our operational sites are currently certified under ISO 45001:2018, reflecting our ongoing commitment to strengthening occupational health and safety management systems across the Group and enhancing workplace safety standards in all jurisdictions where we operate.

#### Safety Training, Awareness and Preparedness

To maintain a high level of safety awareness and preparedness across the Group, we have established a structured approach that emphasises proactive training and emergency readiness:

- Various Safety and Health Training

Employees were provided with various training on safety and health covering emergency response preparedness, hazard identification and risk assessment ("HIRARC"), workplace and construction site safety, project safety management, first aid and emergency response, traffic and machinery safety, as well as work-at-height and confined space safety. These training initiatives were aimed at reinforcing employees' knowledge, enhancing safety awareness, and ensuring continued adherence to the Group's safety protocols and regulatory requirements.

## SUSTAINABILITY STATEMENT (continued)



- Safety Induction for New Employees

All new hires undergo safety and health briefings as part of their induction programme, ensuring they are aware of potential workplace hazards, emergency procedures and their responsibilities before commencing work.

- Emergency Preparedness Drills

In FY2026, a fire drill was conducted at our Headquarters office to assess the effectiveness of our emergency response procedures and ensure that employees are well-prepared to respond to fire-related incidents. This helps us to improve our response readiness and strengthen workplace safety resilience continuously.



## SUSTAINABILITY STATEMENT (continued)

- Safety Campaign Highlighting Electrical Safety Rules

In FY2026, a safety awareness programme highlighting “Rukun Aturan Keselamatan Elektrik” focusing on electrical safety was conducted concurrently across several project sites in Peninsular Malaysia. Electrical safety remains a critical concern at project sites, where exposure to high voltage systems and hazardous working conditions may pose significant risks to workers. Reinforcing electrical safety practices not only protects personnel but also supports operational integrity and compliance with applicable safety regulations.



## SUSTAINABILITY STATEMENT (continued)

### Safety and Health Training Coverage

We also continued to prioritise capability building and safety awareness across the Group. In FY2026, we are pleased to report that 100% of targeted employees received training on safety and health standards, underscoring our commitment to fostering a safe and compliant work environment across all levels of the organisation.

Employee Category	Number of employees trained on safety and health standards	
	FY2025	FY2026
Management & above	18	16
Executive & Supervisory	34	44
Non-executive	211	300
Operators	68	87
<b>Total</b>	<b>331</b>	<b>447</b>

We remain firmly committed to continuous improvement in our occupational safety and health performance. Moving forward, we will continue to strengthen our safety framework through shared accountability, ongoing employee engagement, and investment in safer technologies and work practices.

### Safety Performance

In FY2026, we are pleased to report that we achieved our safety objectives of zero occupational health and safety incidents, zero fatalities, and zero fines or penalties, reflecting our continued focus on maintaining a safe working environment across all operations.

	FY2025	FY2026
Number of work-related fatalities	1	0
Lost Time Incident Rate ("LTIR")	0.43	0.00

The improvement in safety performance was mainly driven by strengthened safety enforcement, enhanced supervision at project sites, improved contractor management, and continuous safety training and awareness programmes across all employee levels.

### Human Rights, Labour Practices and Employee Welfare

**"Respecting human rights, strengthening fair labour practices, and nurturing employee well-being"**

At UUE Group, we are committed to upholding and protecting the fundamental human rights and dignity of all employees, in alignment with international human rights standards and applicable labour laws in Malaysia and Singapore. This includes compliance with the Employment Act 1955 (Amendment 2023), the Employment Act 1968, as well as other relevant labour regulations in both jurisdictions and applicable international standards prohibiting child labour and forced labour.

## SUSTAINABILITY STATEMENT (continued)

### Human Rights

We recognise that respect for human rights is a foundational element of responsible business conduct and long-term sustainability. Our commitment extends across our own operations and, where applicable, our business relationships and supply chain. These commitments are embedded within our governance frameworks, including the Board Policy on Code of Business Conduct and Ethics and the Human Rights Policy established at the subsidiary level. Collectively, these policies reinforce our zero-tolerance stance on discrimination, harassment, unethical conduct, and any violation of fundamental labour rights across our operations.

We strictly prohibit all forms of child labour and forced labour and ensure that employment practices are conducted in accordance with applicable legal and regulatory requirements, as well as internationally recognised principles.

We also maintain appropriate channels for employees to raise concerns or grievances without fear of retaliation, supporting transparency and accountability across the organisation.

In FY2026, our Group recorded no substantiated complaints of human rights violations in Malaysia and Singapore. Consequently, no fines or penalties associated with human rights breaches were imposed during the financial year.

Number of substantiated complaints concerning human rights violations	FY2025	FY2026
	0	0

### Labour Practices

Our Group has adopted a Board Policy on Code of Business Conduct and Ethics, reflecting our commitment to ethical conduct, fairness, and respect in all business dealings. We are committed to ensuring a workplace environment that protects the dignity, privacy, and personal rights of every individual, while promoting accountability and integrity across all levels of the organisation.

To operationalise these principles, the Employee Handbooks of the respective entities within the Group incorporate key policies, including the Code of Business Conduct and Ethics, Personal Data Protection Policy, Conflict of Interest Policy, and other relevant HR-related policies. These frameworks serve as practical guidance to support ethical decision-making, safeguard employee rights, and promote responsible labour practices.

We place strong emphasis on compliance with all applicable labour laws and employment standards in Malaysia and Singapore. Our labour practices are guided by the principles of fairness, respect and human dignity, and are underpinned by the following commitments:

- Fair recruitment and employment practices: Recruitment processes are merit-based, transparent, and free from unethical recruitment practices.
- Equitable remuneration: Employees are provided with fair compensation, and compliance with minimum wage requirements and statutory benefits.
- Safe and healthy working conditions: We maintain robust occupational safety and health standards across all operations, supported by regular training, supervision, and provision of personal protective equipment.
- Non-discrimination and equal opportunity: We are committed to fostering an inclusive workplace that provides equal access to employment and development opportunities regardless of gender, race, religion, nationality, age, or other protected characteristics.
- Respect for fundamental labour rights: We uphold the fundamental rights of workers, including strict prohibition of child labour and forced labour across all operations and, where applicable, our supply chain.
- Freedom of association and collective bargaining: We respect employees' rights to freedom of association and collective bargaining in accordance with applicable laws and regulations in the jurisdictions in which we operate and support open communication between employees and management to foster constructive industrial relations.
- Grievance and whistleblowing mechanisms: Employees are encouraged to report concerns through established internal channels without fear of retaliation, reinforcing a culture of openness and accountability.

# SUSTAINABILITY STATEMENT (continued)

## Employee Welfare and Well-being

Employee welfare and well-being remain central to our people-centric approach. We are committed to providing a supportive, inclusive, and empowering work environment that safeguards both the physical and mental well-being of our workforce. This includes access to healthcare, promotion of work-life balance, fair treatment, and the availability of grievance mechanisms that enable employees to raise concerns without fear of retaliation. We also continue to promote a workplace culture that values respect, collaboration, and mutual support across all levels.

- Festival Celebrations

As part of our employee engagement strategy, we implement initiatives that strengthen social cohesion and cultural inclusivity. In the financial year, we celebrated key cultural festivals such as Chinese New Year and Hari Raya, fostering cross-cultural understanding and strengthening team unity across our diverse workforce. These initiatives collectively contribute to a positive workplace culture, strengthen employee relationships, and reinforce our commitment to diversity and inclusion.



- Employee Care and Compassion Initiative

We place strong emphasis on employee care and social support through internally driven initiatives that reflect our culture of compassion, solidarity, and community responsibility. The “Bakul Kasih” initiative is not a new programme within the Group. In previous years, it was extended externally as contributions to schools and community beneficiaries as part of our broader social outreach efforts.

During the financial year, we further evolved this initiative by extending its focus internally to support a single mother within the Group who selflessly dedicates herself to caring for her daughter while balancing the responsibilities of work and family life. In facing various personal and family challenges, the Group and employees collectively extended support and encouragement through the “Bakul Kasih” initiative to help ease some of these difficulties. Employees were also encouraged to participate through voluntary contributions, fostering a shared sense of empathy, unity, and collective responsibility across the organisation.



As part of this initiative, the Group also organised a visit to spend time with the employee’s daughter and treated her to a pizza meal, reflecting the Group’s commitment to providing not only financial assistance but also emotional care, encouragement, and meaningful human connection.

This evolution of the “Bakul Kasih” initiative reflects our continued commitment to strengthening employee well-being and demonstrates how our social support efforts have expanded from external community contributions to inclusive internal welfare support. These initiatives reinforce our belief that employee well-being extends beyond the workplace and is integral to building a resilient, engaged, and motivated workforce.

## SUSTAINABILITY STATEMENT (continued)

- Annual Dinner

During FY2026, the Group organised a private appreciation function themed “Gema Warisan” to recognise the contributions of employees and business partners. The event celebrated the achievements of each subsidiary within the Group and marked a significant milestone in the Group’s continued expansion into the renewable energy sector following its listing.

The evening featured a series of cultural and celebratory activities that reflected the spirit of heritage, unity, and appreciation. Highlights included a Kompong performance and a 24 Festive Drums showcase, symbolising the Group’s appreciation of Malaysia’s rich cultural heritage and multicultural identity. The programme also included a lucky draw session and Best Dress Award, designed to enhance engagement, inclusivity, and camaraderie among attendees.



### Training and Skills Development

“Empowering growth through continuous learning and capability development”

At UUE Group, we recognise that the growth and success of our business are deeply rooted in the capabilities and commitment of our workforce. As we operate in a technically demanding and safety-critical industry, we are committed to continuously investing in the training, upskilling and professional development of our employees to ensure they remain competent, safe and future-ready.

We provide structured training programmes tailored to the diverse needs of our workforce, including on-the-job training, safety and compliance training, technical skills certification, and leadership development programmes. These initiatives are designed to strengthen operational capability, reinforce safety awareness, and support long-term career development across all levels of the organisation.

Our commitment is further strengthened through our collaboration with Southern Business School (“SBS”) at Southern University College via a Memorandum of Understanding (“MOU”), where UUE Group is one of eleven participating companies. This collaboration supports academic engagement, internship and training opportunities, industry exposure, and applied learning initiatives, contributing to the development of a future-ready talent pipeline.



## SUSTAINABILITY STATEMENT (continued)

### Training Performance

In FY2026, we recorded a total of 5,759 training hours, compared to 2,516 hours in FY2025, representing a significant increase of approximately 128.8% year-on-year. This strong growth reflects our enhanced focus on structured capability building, technical upskilling, and safety-related training across all functions.

Employee Category	Total Hours of Training	
	FY2025	FY2026
Management & above	543	381
Executive & Supervisory	619	1,222
Non-executive	938	2,936
Operators	416	1,220
<b>Total</b>	<b>2,516</b>	<b>5,759</b>

The increase in training hours across executive and supervisory, non-executive, and operators categories demonstrates our continued emphasis on strengthening operational readiness, technical competency, and frontline capability across the organisation.

This is further supported by a functional breakdown of training activities, which shows increased investment in key operational areas aligned with our business growth and project expansion.

Function	Total Hours of Training	
	FY2025	FY2026
Director	96	61
Project	1,332	4,091
Accounts and Finance	161	221
Health and Safety	48	174
Human Resource and Administration	281	243
Contract and Procurement / Purchasing and Logistic	325	461
Quality Management	65	123
Production	208	341
Marketing	0	45
<b>Total</b>	<b>2,516</b>	<b>5,759</b>

The increase in training hours was primarily driven by higher participation in project-related and operational training, in line with the expansion of our engineering and manufacturing activities.

Key movements include:

- Project Department training increased from 1,332 hours to 4,091 hours (+207.1%), reflecting intensified focus on technical competency and project execution capability.
- Health and Safety training increased from 48 hours to 174 hours (+262.5%), reinforcing our commitment to workplace safety and regulatory compliance.
- Production training increased from 208 hours to 341 hours (+64.0%), supporting operational efficiency and manufacturing excellence.

## SUSTAINABILITY STATEMENT (continued)

Average training hours per employee and average training days per employee have increased from 7.6 hours in FY2025 to 12.9 hours in FY2026, and from 1.0 day to 1.5 days, respectively.

	FY2025	FY2026
Average training hours per employee (hours)	7.6	12.9
Average training days per employee (days)	1.0	1.5

The improvement in average training intensity reflects our continued commitment to embedding a culture of continuous learning and capability development across the organisation. This ensures that employees are better equipped with the necessary skills, technical competencies, and safety awareness to perform effectively in increasingly complex and operationally demanding environments.

In FY2026, the Group recorded a total of 4,566 training hours for male employees and 1,193 training hours for female employees, reflecting our commitment to providing equitable access to training and development opportunities across the workforce.

Total hours of training by gender	FY2026
Male	4,566
Female	1,193

Average training hours per gender	Male	Female
	12.7	13.6

The average training hours indicate a broadly balanced participation in training between male and female employees, with female employees recording slightly higher average training hours in FY2026. This demonstrates our commitment to inclusive talent development and ensuring equal access to upskilling and professional development opportunities regardless of gender.

### Workforce Diversity and Inclusion

**“Diverse perspectives. Inclusive culture. Stronger performance.”**

At UUE Group, we believe that a diverse and inclusive workforce is a key driver of innovation, collaboration and sustainable business success. Operating in an industry traditionally dominated by male and migrant workers, we are committed to fostering a work environment that values differences and ensures equal opportunity for all employees.

Our workforce comprises individuals from various nationalities, ethnicities, age groups and backgrounds, including both local and foreign employees. We recognise the strength that this diversity brings and strive to create a culture where every individual feels respected, supported, and empowered to contribute their unique perspectives and skills.

Our approach is guided by the following principles:

- **Respect for individual differences:** We value the unique backgrounds, experiences, and perspectives each employee brings. Our policies and practices promote equal opportunity and fairness in hiring, development and advancement.
- **Creating an inclusive culture:** We strive to foster a work environment where every employee feels welcomed, respected, and empowered to contribute fully, regardless of gender, age, ethnicity, nationality or employment status.
- **Celebrating diversity through cultural events:** By commemorating key cultural and religious celebrations such as Chinese New Year and Hari Raya with our employees, we strengthen unity, foster mutual respect and reinforce our values of cultural inclusion.

## SUSTAINABILITY STATEMENT (continued)

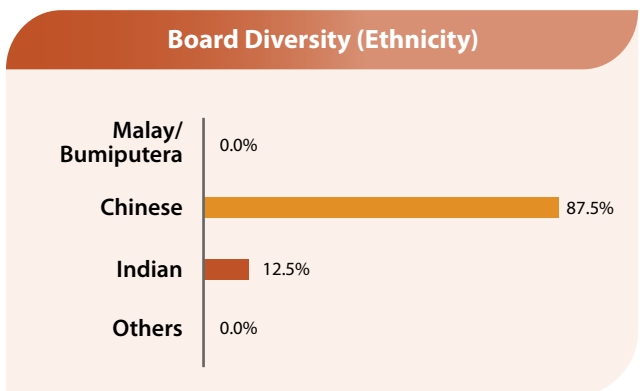
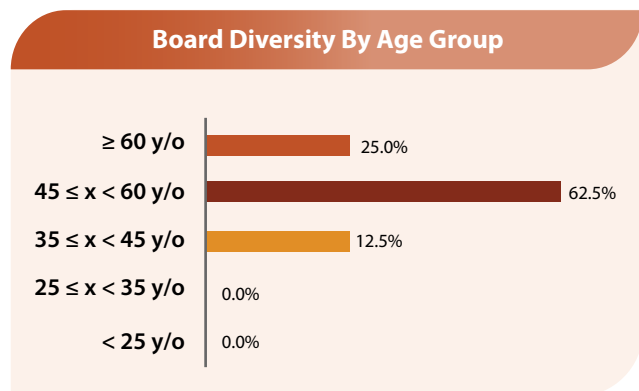
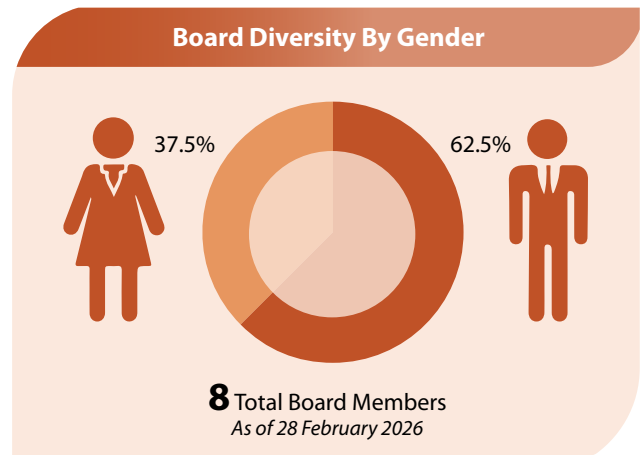
### Board Diversity

As of FY2026, the Board of UUE comprises 62.5% male and 37.5% female members, surpassing the 30.0% target for women directors under Practice 5.9 of the MCCC 2021. This reflects the Group's commitment to promoting gender diversity and inclusive leadership at the highest level of governance.

To further reinforce this commitment, the Board has adopted a Board Diversity Policy, which formalises the Group's approach towards diversity in terms of gender, age, professional experience, skills, and background. Beyond regulatory compliance, we believe that a diverse Board enhances the quality of discussions, strengthens decision-making processes, and supports long-term business sustainability.

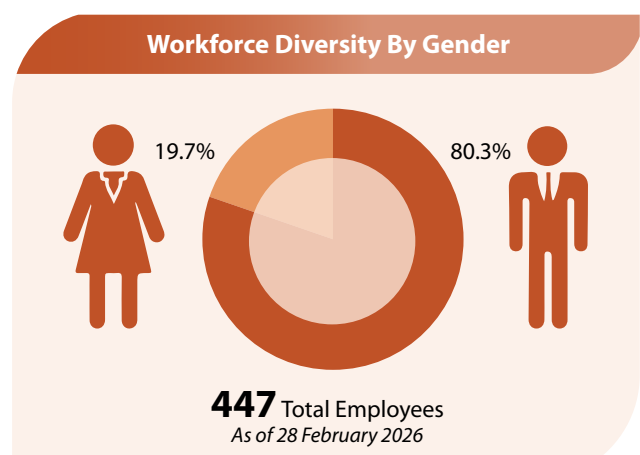
The Group also remains committed to strengthening diversity across all levels of the organisation by cultivating an inclusive leadership pipeline that supports capable female employees in progressing into senior management and leadership positions.

In addition to gender diversity, the Board values an appropriate balance between experienced leadership and fresh perspectives. Directors aged between 35 and 45 are actively considered to bring new ideas, innovation, and contemporary business perspectives, while senior directors with extensive industry and corporate experience continue to provide strategic guidance, mentorship, and effective oversight. This balanced composition enables the Board to maintain both continuity and adaptability in navigating the Group's long-term growth and sustainability agenda.



### Workforce Diversity

As of FY2026, UUE Group's workforce reflects a diverse mix of gender, age, ethnicity, nationality, and employment type, in line with the operational nature of our engineering and manufacturing businesses. We believe that a diverse workforce contributes to stronger collaboration, broader perspectives, and sustainable business performance.

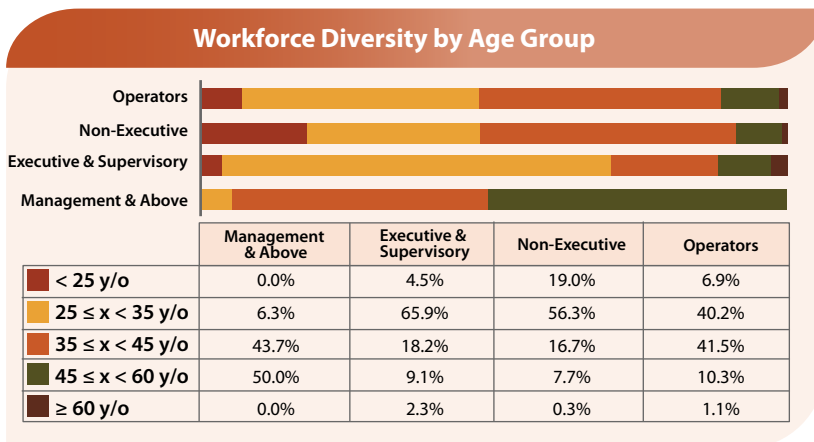
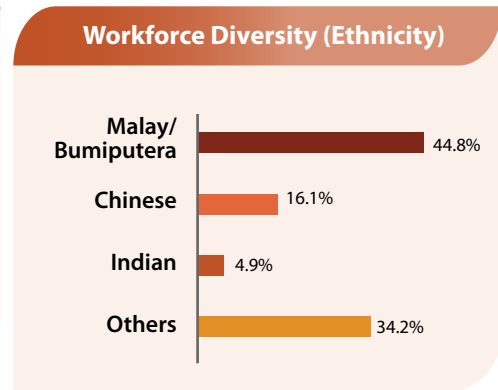
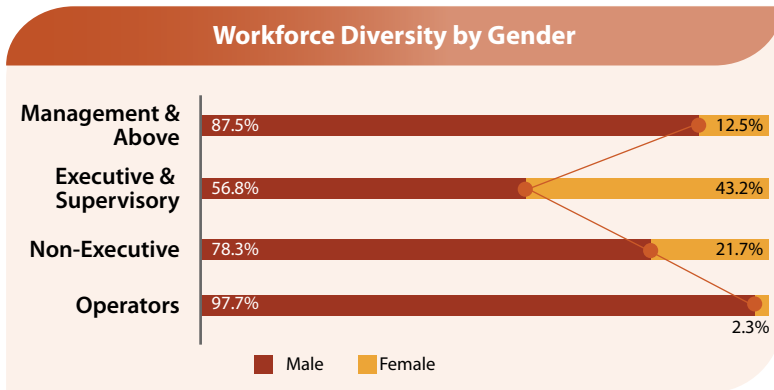


## SUSTAINABILITY STATEMENT (continued)

Our workforce comprises employees from various age groups and backgrounds, enabling the Group to benefit from both the energy and innovation of younger employees and the experience, technical expertise, and leadership insights of seasoned professionals. We believe this balance supports effective knowledge transfer, operational resilience, and long-term workforce sustainability in a rapidly evolving business environment.

The Group records 0% of employees identifying as having a disability as at FY2026. The Group continues to uphold equal opportunity employment practices and remains committed to fostering an inclusive workplace environment where all employees are treated fairly and without discrimination. Recruitment, promotion, and employment decisions are based on merit, competencies, and job requirements.

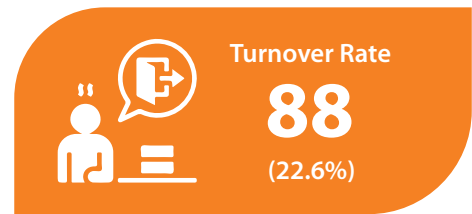
Given the nature of the engineering and manufacturing industry, our workforce continues to be predominantly male. While this reflects broader industry norms, we recognise the importance of promoting greater gender diversity and inclusion across all levels of the organisation. We remain committed to fostering an equitable workplace by creating opportunities for women in employment, career development, and leadership progression, while ensuring fair and inclusive employment practices for all employees.



## SUSTAINABILITY STATEMENT (continued)

### Employee Turnover

While we continue to strengthen our labour practices and invest in employee development to enhance retention, employee turnover remains a natural aspect of workforce dynamics, particularly within the engineering and manufacturing industry. In FY2026, the Group recorded an overall employee turnover rate of 22.6%.



We remain committed to understanding the underlying factors contributing to employee movement and continuously improving our workplace environment, talent development initiatives, and engagement strategies. These efforts aim to enhance employee satisfaction, strengthen retention, and build a more stable workforce over time.

Through these ongoing initiatives, the Group seeks to ensure that employees are empowered to grow professionally, contribute meaningfully to our operations, and develop long-term careers within the organisation. We remain focused on cultivating a competent, motivated, and high-performing workforce to support operational excellence and sustainable growth.

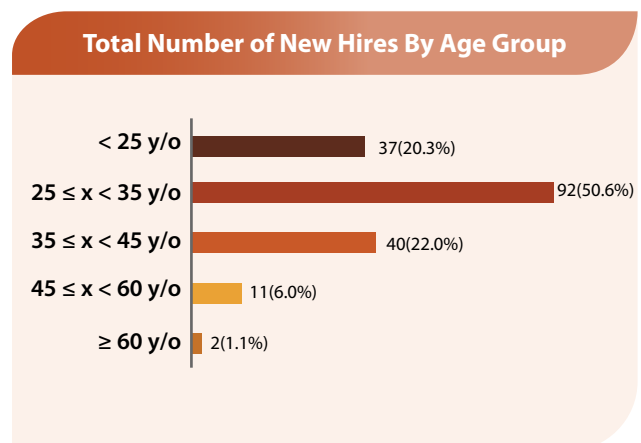
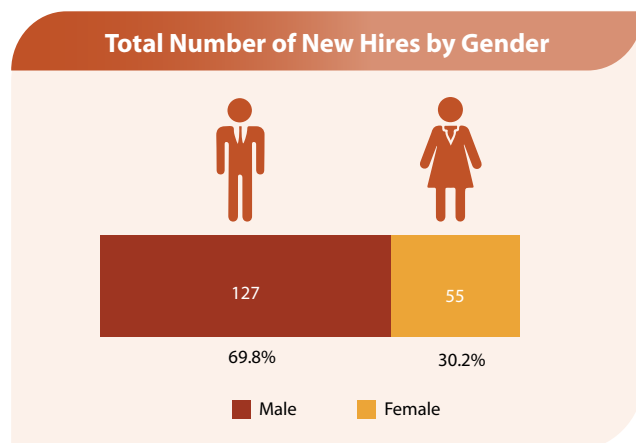
Employee Category	Total Number of Employee Turnover	
	FY2025	FY2026
Management & above	0	2
Executive & Supervisory	3	5
Non-executive	32	73
Operators	12	8
<b>Total</b>	<b>47</b>	<b>88</b>

### New Hires

In FY2026, the Group continued to strengthen its workforce to support expanding operational activities and business growth. A total of 182 new employees were recruited during the financial year, comprising 127 males and 55 females, reflecting the Group's ongoing efforts to build operational capacity while maintaining a balanced workforce composition.

The majority of new hires were within the 25 to 35 years old age group, reflecting the Group's preference for recruiting early- to mid-career talent who possess both technical capability and growth potential. At the same time, the Group continues to hire experienced professionals across other age segments to support operational needs, knowledge transfer, and leadership development.

Through structured recruitment practices and workforce planning, we aim to ensure the right balance of skills, experience, and diversity to support sustainable business growth and operational excellence.



# SUSTAINABILITY STATEMENT (continued)

## GOVERNANCE

*“Uphold Strong Governance and Ethical Business Practices”*



### Anti-Bribery and Anti-Corruption

**“Zero tolerance for bribery and corruption”**

UUE Group is firmly committed to upholding the highest standards of integrity, transparency, and ethical conduct in all business dealings. We adopt a zero-tolerance approach towards bribery and corruption, in line with our commitment to responsible corporate governance and regulatory compliance.

To formalise this commitment, we have established a comprehensive Anti-Bribery and Anti-Corruption Policy (“ABC Policy”) and a Whistle-Blowing Policy, which are communicated across all levels of the organisation and made publicly available on our corporate website. These policies define our expectations for ethical conduct, provide clear guidance on the prevention and reporting of misconduct, and outline disciplinary consequences for non-compliance.

Our Whistle-Blowing Policy provides employees and external stakeholders with a secure and confidential channel to report any suspected unethical, illegal, or improper conduct. We maintain a strict non-retaliation principle to ensure that whistleblowers are fully protected and able to raise concerns without fear of reprisal, reinforcing a culture of openness and accountability.

As part of our governance framework and onboarding process:

- All employees are required to sign an ABC Commitment Declaration upon joining the Group, affirming their understanding of and commitment to our anti-corruption principles.
- Mandatory Anti-Bribery and Anti-Corruption (ABC) training is conducted within the first six months of employment to ensure employees are equipped with adequate awareness of bribery risks, preventive measures, and appropriate reporting channels.

In FY2026, we are pleased to report that we successfully achieved our objective of ensuring 100% of employees across all categories were communicated with and trained on the ABC Policy within six months of employment, demonstrating full training coverage across the organisation.

Employee Category	Completion Rate (%)	
	FY2025	FY2026
Management & above	100	100
Executive & Supervisory	100	100
Non-executive	100	100
Operators	100	100

Furthermore, to proactively manage and mitigate potential corruption risks, 100% of our operations were assessed for corruption-related risks. We are proud to report that zero confirmed incidents of corruption were recorded during the financial year.

## SUSTAINABILITY STATEMENT (continued)

	FY2025	FY2026
Percentage of operations assessed for corruption-related risks	100%	100%
Number of confirmed corruption incidents	0	0

In addition, the Group confirms that there were no contributions made to political parties during the financial year, in line with our commitment to ethical conduct and transparency.

Furthermore, there were no costs of fines, penalties, or settlements in relation to corruption during the financial year, reflecting the effectiveness of our internal controls and our zero-tolerance approach towards unethical conduct.

Moving forward, the Group remains committed to continuously strengthening its anti-bribery and corruption framework, aligning with evolving regulatory expectations and international best practices. We will continue to foster a strong culture of ethics, integrity, and accountability across all levels of the organisation to safeguard stakeholder trust and long-term sustainability.

### Regulatory Compliance

**“Embedding compliance into every aspect of our operations”**

At UUE Group, regulatory compliance is a cornerstone of our governance framework and a critical enabler of sustainable business operations. We recognise that adherence to applicable laws, regulations, and industry standards is essential for maintaining our license to operate, building stakeholder trust, and mitigating legal, financial and reputational risks.

Our operations across Malaysia and Singapore are governed by stringent technical, safety, environmental, and labour regulations. Non-compliance in any of these domains could result in operational disruptions, financial penalties, or reputational harm. Accordingly, we continue to embed a strong compliance culture across the organisation to reinforce ethical business conduct and responsible corporate citizenship.

As part of our commitment to compliance and continuous improvement, the Group has obtained several internationally and nationally recognised certifications, which collectively demonstrate our adherence to high standards of quality, safety, environmental management, and regulatory compliance across our operations:

- In Malaysia, both our underground utilities engineering and manufacturing operations are accredited with ISO 9001:2015 – Quality Management System, reflecting our focus on consistent quality, customer satisfaction and regulatory alignment.
- In Malaysia and Singapore, our underground utilities engineering operations are accredited with ISO 45001:2018 – Occupational Health and Safety Management System, supporting a structured approach to workplace safety and risk management.
- Our Singapore underground utilities engineering entity has attained bizSAFE Level Star, the highest level of certification awarded by the Workplace Safety and Health Council, reflecting strong safety governance and risk management practices.
- Our Malaysia manufacturing operations are accredited with ISO 14001:2015 – Environmental Management System, demonstrating our commitment to structured environmental management and continuous environmental performance improvement.

## SUSTAINABILITY STATEMENT (continued)

- Our Malaysia underground utilities engineering entity is also certified with G7 (Category Building, Civil Engineering and Mechanical Engineering) under the Construction Industry Development Board (“CIDB”), which qualifies us to undertake large-scale infrastructure projects under the highest contractor grading in Malaysia. In addition, the entity has obtained a Government Employment Certificate, certifying its status as a registered Grade G7 contractor under CIDB for participation in government procurement works, as well as a Certificate of Achievement with a 3-Star rating for the year 2024 under CIDB’s SCORE assessment framework, reflecting its evaluated contractor capability and performance standards.
- Our Singapore underground utilities engineering entity is certified under CR07 Workhead: Cable / Pipe Laying & Road Reinstatement, with an L5 financial grade tendering limit of SGD16 million, issued by the Building and Construction Authority (“BCA”), Singapore.
- Our manufactured HDPE pipes are certified by SIRIM QAS International and comply with the following standards:
  - o ISO 4427-2:2019 – Polyethylene (PE) Pipes for Water Supply
  - o MS 1058-2 : 2023 – Polyethylene (PE) Pipes for Water Supply
  - o SIRIM 52:2022 – Polyethylene (PE) Smooth Wall Pipes for Electrical Cable Installation
  - o SIRIM 63:2023 – High Density Polyethylene (HDPE) Smooth Wall Conduits for Telecommunication Cables
- In Malaysia, both our underground utilities engineering and manufacturing operations are registered with the Ministry of Finance Malaysia (“MOF”), enabling participation in government procurement and tendering activities.



To ensure effective compliance across all operations, we have implemented a structured compliance management system with the following key elements:

- Legal and regulatory monitoring: Continuous monitoring of applicable laws and regulatory updates relevant to our industry and operations in Malaysia and Singapore.
- Policies and procedures: Various internal policies and procedures have been developed and implemented to guide employee behaviour and business decision-making in line with statutory obligations.
- Training and awareness: Regular training and communication initiatives are conducted to keep employees informed about legal obligations, regulatory changes and ethical expectations.
- Oversight and governance: Our Board and Top Management are actively involved in overseeing regulatory compliance as part of our broader risk management and governance responsibilities.

In FY2026, our Group reported zero complaints related to privacy breaches and no incidents of data leakage or customer information loss. These results reflect our ongoing commitment to robust data protection practices.

Number of substantiated complaints concerning breaches in customer privacy or data loss	FY2025	FY2026
	0	0

There were no environmental fines or penalties incurred during the financial year, and the Group also recorded no other instances of non-compliance that resulted in fines or penalties during the financial year, reflecting our continued commitment to regulatory compliance across all operating jurisdictions.

Moving forward, UUE Group remains committed to fostering a culture of compliance by continuously reviewing our policies, strengthening internal controls, and engaging proactively with regulators.

# SUSTAINABILITY STATEMENT (continued)

Date & Time: 2026-06-25\_10:38:09  
 Ace Market | Group 3 | FYE 28/02/2026

**UUE HOLDINGS BERHAD**  
 BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category - Managerial & above	Percentage	100	100	—	No assurance
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category - Executive & Supervisory	Percentage	100	100	—	No assurance
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category -Non-executive	Percentage	100	100	—	No assurance
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category -Operators	Percentage	100	100	—	No assurance
Anti-corruption	Percentage of operations assessed for corruption-related risks	Percentage	100	100	—	No assurance
Anti-corruption	Confirmed incidents of corruption and action taken	Number	0	0	—	No assurance
Anti-corruption	Total political contributions	RM	0	0	—	No assurance
Anti-corruption	Political parties benefited from contributions	Number	0	0	—	No assurance
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	27,955	33,034	—	No assurance
Community/Society	Total number of beneficiaries of the investment in communities	Number	23	226	—	No assurance

# SUSTAINABILITY STATEMENT (continued)

Date & Time: 2026-06-25\_10:38:09  
 Ace Market | Group 3 | FYE 28/02/2026

**UUE HOLDINGS BERHAD**  
 BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Gender Group by Employee Category - Management & above Male	Percentage	83.3	87.5	—	No assurance
Diversity	Gender Group by Employee Category - Management & above Female	Percentage	16.7	12.5	—	No assurance
Diversity	Gender Group by Employee Category -Executive & Supervisory Male	Percentage	64.7	56.8	—	No assurance
Diversity	Gender Group by Employee Category -Executive & Supervisory Female	Percentage	35.3	43.2	—	No assurance
Diversity	Gender Group by Employee Category -Non-executive Male	Percentage	84.8	78.3	—	No assurance
Diversity	Gender Group by Employee Category -Non-executive Female	Percentage	15.2	21.7	—	No assurance
Diversity	Gender Group by Employee Category -Operators Male	Percentage	100.0	97.7	—	No assurance
Diversity	Gender Group by Employee Category -Operators Female	Percentage	0.0	2.3	—	No assurance
Diversity	Age Group by Employee Category -Managerial & above <25 y/o	Percentage	0.0	0.0	—	No assurance
Diversity	Age Group by Employee Category -Managerial & above 25 y/o ≤ x < 35 y/o	Percentage	16.7	6.3	—	No assurance
Diversity	Age Group by Employee Category -Managerial & above 35 y/o ≤ x < 45 y/o	Percentage	2.78	43.7	—	No assurance

# SUSTAINABILITY STATEMENT (continued)

Date & Time: 2026-06-25\_10:38:09  
 Ace Market | Group 3 | FYE 28/02/2026

**UUE HOLDINGS BERHAD**  
 BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Age Group by Employee Category -Managerial & above 45 y/o ≤ x < 60 y/o	Percentage	55.6	50.0	—	No assurance
Diversity	Age Group by Employee Category -Managerial & above ≥ 60 y/o	Percentage	0.0	0.0	—	No assurance
Diversity	Age Group by Employee Category -Executive & Supervisory <25 y/o	Percentage	11.8	4.5	—	No assurance
Diversity	Age Group by Employee Category -Executive & Supervisory 25 y/o ≤ x < 35 y/o	Percentage	55.9	65.9	—	No assurance
Diversity	Age Group by Employee Category -Executive & Supervisory 35 y/o ≤ x < 45 y/o	Percentage	20.6	18.2	—	No assurance
Diversity	Age Group by Employee Category -Executive & Supervisory 45 y/o ≤ x < 60 y/o	Percentage	11.8	91	—	No assurance
Diversity	Age Group by Employee Category -Executive & Supervisory ≥ 60 y/o	Percentage	0.0	2.3	—	No assurance
Diversity	Age Group by Employee Category -Non-executive <25 y/o	Percentage	30.3	19.0	—	No assurance
Diversity	Age Group by Employee Category -Non-executive 25 y/o ≤ x < 35 y/o	Percentage	50.7	56.3	—	No assurance
Diversity	Age Group by Employee Category -Non-executive 35 y/o ≤ x < 45 y/o	Percentage	11.4	16.7	—	No assurance
Diversity	Age Group by Employee Category -Non-executive 45 y/o ≤ x < 60 y/o	Percentage	76	77	—	No assurance

# SUSTAINABILITY STATEMENT (continued)

Date & Time: 2026-06-25\_10:38:09  
Ace Market | Group 3 | FYE 28/02/2026

**UUE HOLDINGS BERHAD**  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Age Group by Employee Category -Non-executive ≥ 60 y/o	Percentage	0.0	0.3	—	No assurance
Diversity	Age Group by Employee Category -Operators <25 y/o	Percentage	11.8	6.9	—	No assurance
Diversity	Age Group by Employee Category -Operators 25 y/o ≤ x < 35 y/o	Percentage	44.1	40.2	—	No assurance
Diversity	Age Group by Employee Category -Operators 35 y/o ≤ x < 45 y/o	Percentage	32.4	41.5	—	No assurance
Diversity	Age Group by Employee Category -Operators 45 y/o ≤ x < 60 y/o	Percentage	10.3	10.3	—	No assurance
Diversity	Age Group by Employee Category -Operators ≥ 60 y/o	Percentage	1.5	1.1	—	No assurance
Diversity	Employees by Ethnicity - Malay/Bumiputera	Percentage	28.4	44.8	—	No assurance
Diversity	Employees by Ethnicity - Chinese	Percentage	18.1	16.1	—	No assurance
Diversity	Employees by Ethnicity - Indian	Percentage	2.4	4.9	—	No assurance
Diversity	Employees by Ethnicity - Others	Percentage	51.1	34.2	—	No assurance
Diversity	Directors by Gender Group -- Male	Percentage	62.5	62.5	—	No assurance
Diversity	Directors by Gender Group -- Female	Percentage	37.5	37.5	—	No assurance
Diversity	Directors by Age Group - <30 y/o	Percentage	0.0	0.0	—	No assurance

# SUSTAINABILITY STATEMENT (continued)

Date & Time: 2026-06-25\_10:38:09  
Ace Market | Group 3 | FYE 28/02/2026

**UUE HOLDINGS BERHAD**  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Directors by Age Group - 30 y/o ≤ x < 40 y/o	Percentage	0.0	0.0	—	No assurance
Diversity	Directors by Age Group - 40 y/o ≤ x < 50 y/o	Percentage	12.5	12.5	—	No assurance
Diversity	Directors by Age Group - 50 y/o ≤ x < 60 y/o	Percentage	62.5	62.5	—	No assurance
Diversity	Directors by Age Group - ≥ 60 y/o	Percentage	25.0	25.0	—	No assurance
Diversity	Directors by Ethnicity - Malay/Bumiputera	Percentage	0.0	0.0	—	No assurance
Diversity	Directors by Ethnicity - Chinese	Percentage	87.5	87.5	—	No assurance
Diversity	Directors by Ethnicity - Indian	Percentage	12.5	12.5	—	No assurance
Diversity	Directors by Ethnicity - Others	Percentage	0.0	0.0	—	No assurance
Health and Safety	Number of work-related injuries	Number	1	0	—	No assurance
Health and Safety	Lost time incident rate ("LTIR")	Rate	0.43	0.00	—	No assurance
Health and Safety	Number of employees trained on health and safety standards	Number	331	447	—	No assurance
Labour Practices and Standards	Total hours of training by employee category - Managerial & above	Hours	543	381	—	No assurance
Labour Practices and Standards	Total hours of training by employee category - Executive & Supervisory	Hours	619	1,222	—	No assurance
Labour Practices and Standards	Total hours of training by employee category - Non-executive	Hours	938	2,936	—	No assurance

# SUSTAINABILITY STATEMENT (continued)

Date & Time: 2026-06-25\_10:38:09  
Ace Market | Group 3 | FYE 28/02/2026

**UUE HOLDINGS BERHAD**  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Labour Practices and Standards	Total hours of training by employee category - Operators	Hours	416	1,220	—	No assurance
Labour Practices and Standards	Average training hours per employee	Hours	76	12.9	—	No assurance
Labour Practices and Standards	Average training days per employee	Days	1.0	1.5	—	No assurance
Labour Practices and Standards	Total hours of training by gender - Male	Hours	Not Applicable	4,566	—	No assurance
Labour Practices and Standards	Total hours of training by gender - Female	Hours	Not Applicable	1,193	—	No assurance
Labour Practices and Standards	Average training hours per gender - Male	Hours	Not Applicable	12.7	—	No assurance
Labour Practices and Standards	Average training hours per gender - Female	Hours	Not Applicable	13.6	—	No assurance
Labour Practices and Standards	Percentage of employees that are contractors or temporary staff	Percentage	43.2	26.0	—	No assurance
Labour Practices and Standards	Total number of employee turnover by employee category - Managerial & above	Number	0	2	—	No assurance
Labour Practices and Standards	Total number of employee turnover by employee category - Executive & Supervisory	Number	3	5	—	No assurance
Labour Practices and Standards	Total number of employee turnover by employee category - Non-executive	Number	32	73	—	No assurance
Labour Practices and Standards	Total number of employee turnover by employee category - Operators	Number	12	8	—	No assurance

# SUSTAINABILITY STATEMENT (continued)

Date & Time: 2026-06-25\_10:38:09  
Ace Market | Group 3 | FYE 28/02/2026

**UUE HOLDINGS BERHAD**  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Labour Practices and Standards	Percentage of new employee hires by Gender Group - Male	Percentage	Not Applicable	69.8	—	No assurance
Labour Practices and Standards	Percentage of new employee hires by Gender Group - Female	Percentage	Not Applicable	30.2	—	No assurance
Labour Practices and Standards	Percentage of new employee hires by Age Group - <25 y/o	Percentage	Not Applicable	20.3	—	No assurance
Labour Practices and Standards	Percentage of new employee hires by Age Group - 25 y/o ≤ x < 35 y/o	Percentage	Not Applicable	50.6	—	No assurance
Labour Practices and Standards	Percentage of new employee hires by Age Group - 35 y/o ≤ x < 45 y/o	Percentage	Not Applicable	22.0	—	No assurance
Labour Practices and Standards	Percentage of new employee hires by Age Group - 45 y/o ≤ x < 60 y/o	Percentage	Not Applicable	6.0	—	No assurance
Labour Practices and Standards	Percentage of new employee hires by Age Group - ≥ 60 y/o	Percentage	Not Applicable	11	—	No assurance
Labour Practices and Standards	Number of substantiated complaints concerning human rights violations	Number	0	0	—	No assurance
Labour Practices and Standards	Percentage of global staff with a disability	Percentage	0	0	—	No assurance
Supply Chain Management	Proportion of spending on local suppliers	Percentage	99.5	99.5	—	No assurance
Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	—	No assurance
Water Management	Total volume of water used	Megalitres	4,252	5,445	—	No assurance

# SUSTAINABILITY STATEMENT (continued)

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 Ace Market | Group 3 | FYE 28/02/2026

**UUE HOLDINGS BERHAD**  
 BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Water Management	Water intensity	Megalitres per RM million revenue	0.025	0.026	—	No assurance
Energy Management	Total energy consumption	Megawatt hour	5,397.04*	6,973.41	—	No assurance
Energy Management	Energy intensity	Megawatt hour per RM million revenue	31.75	33.59	—	No assurance
GHG Emission	Scope 1 emission	Metric tonnes CO2e	816.38	1,215.65	—	No assurance
GHG Emission	Scope 2 emission	Metric tonnes CO2e	1,484.26	1,416.65	—	No assurance
GHG Emission	Emission intensity	Metric tonnes CO2e per RM million revenue	13.53	12.68	—	No assurance

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Page 8 of 8

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## AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

The Audit and Risk Management Committee (“ARMC”) was established by the Board of Directors (“the Board”) of UUE Holdings Berhad (“UUE” or “the Company”) on 28 August 2023. The ARMC is guided by its Terms of Reference which sets out the composition, duties and functions, authority and procedures of the ARMC. The ARMC assists the Board to carry out its responsibilities as set out in the Terms of Reference.

The ARMC is pleased to present its report and its summary of work for the financial year ended 28 February 2026 (“FYE 2026”) in compliance with Rule 15.15 of the ACE Market Listing Requirement (“ACE LR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”).

### COMPOSITION

The ARMC comprises three (3) members, all of whom are Independent Non-Executive Directors (“INEDs”). One (1) of the ARMC members is a member of the Malaysian Institute of Accountants (“MIA”). No alternate director is appointed as a member of the ARMC. The ARMC meets the requirements of Rule 15.09(1)(a), (b), (c)(i) and 15.09(2) of the ACE LR of Bursa Securities and Practice 9.4 under Principle B of the revised Malaysian Code on Corporate Governance issued by the Securities Commission of Malaysia (“SC”) on 28 April 2021 (“MCCG”).

The Chairman of the ARMC is not the Chairman of the Board. This is in line with Practice 9.1 under the MCCG. As at 28 February 2026, UUE is in compliance with Practice 1.4 of the MCCG whereby the Chairman of the Board, Mr Lee Chye Tee is not a member of the ARMC.

The ARMC comprises the following Directors during FYE 2026 and up to the date of this report:

Name of ARMC Members	Designation	Directorate
NG LEE THIN	Chairman	Independent Non-Executive Director
LATHA A/P DHAMODARAN PILLAY	Member	Independent Non-Executive Director
GOH LEI LEI	Member	Independent Non-Executive Director

### ATTENDANCE OF MEETINGS

The ARMC met six (6) times during the FYE 2026. The attendance details of each member of the ARMC at these meetings are as follows: -

Name of ARMC Members	Number of Meetings Attended
NG LEE THIN	6 / 6
LATHA A/P DHAMODARAN PILLAY	6 / 6
GOH LEI LEI	5 / 6

The Board through the Nominating Committee assessed the performance of the ARMC and its members through an annual Board Committee effectiveness evaluation. The Board is satisfied that the ARMC and its members discharged their functions, duties and responsibilities in accordance with the ARMC’s Terms of Reference.

### TERMS OF REFERENCE

The Terms of Reference of the ARMC are made available on the Company’s website at [www.uue-holdings.com](http://www.uue-holdings.com).

## **AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (continued)**

### **MEETINGS**

The ARMC shall meet at least four (4) times in a year. The Chairman of the ARMC may call at any time for any additional meetings at the Chairman's discretion. The External Auditors ("EA") may request a meeting if they consider that one is necessary and the Chairman upon such request will convene a meeting for the purpose. Any member of the ARMC may at any time and the Secretary shall on such request summon a meeting of the ARMC. The ARMC shall meet with the EA at least once a year and as and when deemed necessary without the presence of any Executive Directors or Management. The ARMC had convened a total of six (6) meetings during FYE 2026.

The agenda for meetings, the relevant reports and papers were furnished to ARMC members by the Secretary after consultation with the ARMC Chairman in advance to facilitate effective deliberation and decision making at the respective meetings. All issues were adequately deliberated during ARMC meetings before arriving at any decisions, conclusions or recommendations and brought to the attention of the Board. Minutes of each ARMC meeting were properly recorded and tabled for confirmation at the following ARMC meeting and subsequently presented to the Board for review and notation.

During its scheduled quarterly meetings, the ARMC reviewed the risk management and internal control processes (with the assistance of its outsourced internal audit function), the interim and year-end financial report, the internal and external audit plans and reports, any related party transactions and all other areas within the scope of responsibilities of the ARMC under its Terms of Reference.

The Chief Financial Officer ("CFO") and the Group Accountant ("GA") were invited to attend all ARMC meetings to facilitate direct communication and interaction as well as provide clarifications on audit, financial and operational issues. The CFO and GA had briefed the ARMC on specific issues and areas arising from the quarterly and audit reports.

The representatives of the outsourced internal audit function attended the ARMC meetings to table their Internal Audit plan and reports. The EA of the Company represented by their Engagement Partner and Audit Manager leading the audit attended the ARMC meeting to present their Audit Planning Memorandum, EA Audit Completion Report and their audit opinion on the financial statements.

### **SUMMARY OF ACTIVITIES**

In respect of FYE 2026, the ARMC carried out the following activities in discharge of its functions and duties:-

#### **a) Financial Reporting**

In overseeing and discharging its responsibilities in respect of financial reporting, the ARMC:

- i. Reviewed the financial positions, quarterly interim financial reports and announcements for the respective financial quarters prior to submission to the Board for consideration and approval. The Unaudited Interim Financial Reports for the 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> Quarters ended 31 May 2025, 31 August 2025, 30 November 2025 and 28 February 2026 respectively were tabled at the ARMC meetings held on 25 July 2025, 30 October 2025, 29 January 2026 and 23 April 2026. In reviewing these unaudited interim financial reports, the ARMC ensured that these reports were prepared in compliance with the Malaysian Financial Reporting Standard ("MFRS") and also took into consideration Rule 9.22 including Appendix 9B of the ACE LR of Bursa Securities;
- ii. Reviewed the Audited Financial Statements for FYE 2026 ("AFS") on 9 June 2026. In reviewing these AFS, the ARMC ensured that the AFS was prepared in compliance with the MFRS and the requirements of the Companies Act 2016 in Malaysia.

## **AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (continued)**

- iii. To ensure the integrity of the financial information, received assurance from the Executive Directors and CFO, that:-
  - Appropriate accounting policies had been adopted and applied consistently;
  - The going concern basis applied in the consolidated Annual Financial Statements was appropriate;
  - Prudent judgements and reasonable estimates had been made in accordance with the requirements set out in the MFRSs;
  - Adequate controls and processes were in place for effective and efficient financial reporting and relevant disclosures under MFRSs and ACE LR; and
  - The consolidated Annual Financial Statements and the Quarterly Condensed Consolidated Financial Statements did not contain material misstatements and gave a true and fair view of the financial position.
- iv. The ARMC had on 9 June 2026 received assurance from the Managing Director and the CFO, being the persons primarily responsible for the management of the financial affairs that the Group's risk management and internal control systems have operated adequately and effectively in all material aspects to meet the Group's objectives during the financial year under review before recommending the Statement to the Board of Directors.
- v. Reviewed the ARMC Report, Corporate Governance Overview Statement, Corporate Governance Report, Management Discussion and Analysis and Statement on Risk Management and Internal Control as well as Sustainability Statement for publication in the Annual Report for FYE 2026.

### **b) External Audit**

- i. On 29 January 2026, the ARMC reviewed the EA's scope of work and Audit Plans which covered the engagement and reporting responsibilities, audit approach, materiality and performance materiality, areas of significant auditor attention, engagement team, reporting, deliverables and independence, assurance and ESG updates prior to the commencement of audit. The EA had also declared their independence in relation to their audit for FYE 2026 to the ARMC.
- ii. The ARMC conducted two (2) private meetings with the EA without the presence of the Executive Directors and the Management on 29 January 2026 and 23 April 2026. During these private sessions, the EA conveyed that there were no areas of major concerns that warranted escalation to the Board and they had received full co-operation from the Management during their audit.
- iii. On 23 April 2026 the ARMC reviewed the EA's Audit Completion Report in relation to the EA's findings from the on-going audit of the financial statements for FYE 2026 of the Group.
- iv. On 9 June 2026, the ARMC carried out an assessment of the performance, suitability, objectivity and independence of BDO PLT ("BDO"), based on an assessment questionnaire which took into consideration assessment criteria such as the quality of services, sufficiency of resources, adequate resources and trained professional staff assigned to the audit. BDO also declared their independence to the ARMC as part of these procedures. The ARMC has been generally satisfied with the independence, performance and suitability of BDO based on the assessment and are recommending to the Board and shareholders for approval for the re-appointment of BDO as Auditors of the Company for the financial year ending 28 February 2027 ("FYE 2027"). The Board at its meeting held on 9 June 2026 had approved the ARMC's recommendation, to re-appoint BDO as Auditors of the Company for FYE 2027, subject to the shareholders' approval to be sought at the forthcoming 3rd Annual General Meeting.

## **AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (continued)**

### **c) Internal Audit**

- i. On 29 April 2025, the ARMC reviewed the Internal Audit Report in relation to the internal control review of the Human Resource Management of Kum Fatt Engineering Sdn. Bhd. ("Kum Fatt"), a wholly-owned subsidiary of the Company and considered the internal audit findings and the Management's action plan to address the issues and the target date of implementation as set out in the Internal Audit Report.
- ii. On 30 October 2025, the ARMC reviewed the Internal Audit Plan for FYE 2027 and FYE 2028 presented by the outsourced internal audit function to ensure key business risk and processes identified in the Risk Registers were adequately identified and covered in the audit plan. Subsequently on 29 January 2026, the ARMC had reviewed and approved the revised Internal Audit Plan for FYE 2027, 2028 and 2029 before recommendation to the Board for approval.
- iii. On 30 October 2025, the ARMC reviewed the Internal Audit Report in relation to the internal control review of the Payroll, Staff Advance and Claim Management of Kum Fatt, a wholly-owned subsidiary of the Company and considered the internal audit findings and the Management's action plan to address the issues and the target date of implementation as set out in the Internal Audit Report.
- iv. The ARMC conducted one (1) private meeting with the outsourced internal audit function without the presence of the Executive Directors and the Management on 23 April 2026. During the private session, the outsourced internal audit function conveyed that there was no restriction to the IA's scope of work.
- v. On 23 April 2026, the ARMC reviewed the Internal Audit Report in relation to the internal control review of the Procurement Management (Raw Materials) of Premier Plastic Industry Sdn. Bhd., a wholly-owned subsidiary of the Company and considered the internal audit findings and the Management's action plan to address the issues and the target date of implementation as set out in the Internal Audit Report.
- vi. On 9 June 2026, the ARMC carried out an assessment of the performance of the internal audit function by considering and reviewing the internal audit function's qualifications and experience, resources availability and competency, independence, scopes and functions of the internal audit function. The ARMC concluded that the internal audit function had performed and carried out their work professionally and met the expectations of the ARMC. The ARMC was in favour of the internal auditors continuing and performing their role according to the approved Internal Audit Plan.

### **d) Overall Governance Practices in the Group**

- i. The ARMC reviewed the Related Party Transactions at scheduled quarterly ARMC meetings together with the Management, the detail of which were disclosed in Note 29 to the financial statements included in this Annual Report.
- ii. Reviewed Conflict of Interest ("COI") situation that may arise within the group including any transaction, procedure or course of conduct that raises questions of management integrity, and the measures taken to resolve, eliminate, or mitigate such conflicts as well as reviewed and assessed on any COI and potential COI involving Directors and Key Senior Management. Other than as disclosed below, none of the Director and Key Senior Management had any COI or Potential COI arising and reviewed by the ARMC:-

## AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (continued)

Name of Director / Key Senior Management	Situation giving rise to COI / Potential COI	Rationale, measures taken to resolve, eliminate or mitigate COI
<p>Datuk Dr. Ting Kok Hwa ("Datuk Kenny"), MD and Major Shareholder of UUE and Director of Kum Fatt Engineering Sdn. Bhd. ("Kum Fatt")</p>	<p>Datuk Kenny was the President of PERSATUAN PENGGERUDIAN BERARAH MALAYSIA (MALAYSIA HORIZONTAL DIRECTIONAL DRILLING) (MYHDD).</p> <p>Kum Fatt, a wholly owned subsidiary of UUE and in the business of HDD intends to join MYHDD as a member and plan to donate RM200,000 to MYHDD ("Proposed Donation") to pursue its objectives relating to HDD industry.</p>	<p>The ARMC's had reviewed the COI or potential COI and concluded that:</p> <ul style="list-style-type: none"> <li>- The Proposed Donation to MYHDD to pursue its objectives relating to horizontal directional drilling industry is in the interest of Kum Fatt.</li> <li>- The Proposed Donation of RM200,000 is not a material amount.</li> <li>- Datuk Kenny has not involved in discussion, assessment and recommendations in respect of the Proposed Donation and had abstained from any deliberation relating to the Proposed Donation.</li> <li>- The Proposed Donation does not give rise to situation of conflict of interest to Kum Fatt and the Company.</li> </ul>
<p>Mr. Daryl Lai Yit Sheng ("Mr. Daryl"), Director and Shareholder of Enerxite Sdn. Bhd. ("Enerxite")</p>	<p>Mr. Daryl was holding 30.77% comprising of 400,000 ordinary shares of Enerxite.</p> <p>The Company being the 69.23% holding company of Enerxite acquired the remaining equity interest comprising of 400,000 ordinary shares from Mr. Daryl for consideration of RM1.00. ("Proposed Acquisition")</p>	<p>The ARMC's had reviewed the COI or potential COI with the Group and concluded that:</p> <ul style="list-style-type: none"> <li>- The Proposed Acquisition was on terms not more favourable to Mr Daryl. The consideration of nominal value of RM1.00 proposed by Mr Daryl was below the Net Assets of the shares and Mr Daryl has waived his right to sell at the value of net assets. As such, no further measures necessary to be taken.</li> <li>- In view of long term growth potential of renewable energy business, acquisition of the remaining equity interest in Enerxite at the nominal value could be beneficial to the Company despite Enerxite is making losses at the early stage of entering this challenging and competitive business.</li> </ul>

## AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (continued)

Name of Director / Key Senior Management	Situation giving rise to COI / Potential COI	Rationale, measures taken to resolve, eliminate or mitigate COI
Ms. Latha A/P Dhamodaran Pillay ("Ms. Latha"), INED of UUE	Ms. Latha, a Managing Partner of Syed Alwi, Ng & Co., which is one of the panel solicitors of the bank for legal documentation relating to banking facilities, whereby the wholly-owned subsidiary(ies) of the Company may engage Syed Alwi, Ng & Co.'s services in connection with banking facilities granted by the bank.	The ARMC had reviewed the COI or potential COI with the Group and concluded that: <ul style="list-style-type: none"> <li>- The professional fee for the proposed legal services will not be above market rate.</li> <li>- Ms. Latha as an Independent Non-Executive Director is not involved or in a position to influence the Management's decision to engage the services of Syed Alwi, Ng &amp; Co.</li> </ul>
Mr. Lee Chye Tee ("Mr. Lee"), INED of UUE	<ul style="list-style-type: none"> <li>• Mr. Lee is the Managing Partner of CPL &amp; Co PLT as well as Director and Shareholder of CPL Secretarial Services Sdn. Bhd. and CPL Taxation Services Sdn. Bhd.</li> <li>• CPL &amp; Co PLT, CPL Secretarial Services Sdn. Bhd. and CPL Taxation Services Sdn. Bhd. had engaged Enerxite, a subsidiary of UUE for engineering, procurement, construction and commissioning ("EPCC") of Solar Photovoltaic System at the respective business premises.</li> </ul>	The ARMC had reviewed the COI or potential COI with the Group and concluded that: <ul style="list-style-type: none"> <li>- The professional fee for the proposed EPCC services is reasonable and comparable to prevailing market rates.</li> <li>- Both Mr. Lee and Mr. Hin were not involved in the Management's decision relating to quotation of EPCC services respectively.</li> </ul>
Mr. Hin Wai Mun ("Mr. Hin"), Executive Director of UUE and Director of Enerxite	<ul style="list-style-type: none"> <li>• Mr. Hin had engaged Enerxite, a subsidiary of UUE for EPCC of Solar Photovoltaic System at his residential premise.</li> </ul>	

- iii. On 29 April 2025, the ARMC was briefed by its Assurance Unit, which had been outsourced to an independent professional firm, NeedsBridge Advisory Sdn Bhd on the Sustainability Framework.
- iv. On 23 April 2026, the ARMC had reviewed the Terms of Reference of the Sustainability and Risk Management Committee ("SRMC"), a sub-committee of the ARMC and received updates from SRMC. The ARMC also reviewed Conflict of Interest Policy and its own Terms of Reference.
- v. The ARMC had on 9 June 2026 received briefing in respect of progress towards improving sustainability performances, the sustainability process and results of sustainability matters identified by SRMC.
- vi. Apart from discharging its duties with respect to the internal and external audits as well as financial reporting, the ARMC also reviewed the disclosures made in respect of the financial results and Annual Report of the Company in line with the principles and spirit set out in the MCCG, other applicable laws, rules, directives and guidelines. In addition, before finalising the various governance disclosures in the Annual Report, the ARMC together with all other Board Members and the Management had reviewed the Management Discussion and Analysis, Sustainability Statement, Corporate Governance Overview Statement, Corporate Governance Report, ARMC Report, Statement on Risk Management and Internal Control together with other compliance disclosures.

## **AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (continued)**

### **INTERNAL AUDIT FUNCTION**

The internal audit function is outsourced to an independent professional firm, NeedsBridge Advisory Sdn Bhd, who, through the ARMC, provides the Board with much of the assurance it requires in respect of the adequacy and effectiveness of the Group's system on the risk management and internal control. To uphold the professional firm's independence and objectivity, the outsourced internal audit function is reporting directly to the ARMC.

During FYE 2026, the outsourced internal audit function carried out audits in accordance with the internal audit plan approved by the ARMC. The internal audit plan was developed taking into consideration the Group's Risk Registers and other risk events identified by the internal audit function relevant to the audit objectives with the input from the Management.

The costs incurred for the outsourced internal audit function for the FYE 2026 was RM44,000.

The detailed elaboration on the Group's internal control system and its effectiveness is set out in the Statement on Risk Management and Internal Control on pages 92 to 99 of this Annual Report and the Group's sustainability initiatives is elaborated in detail in the Sustainability Statement on pages 23 to 71 of this Annual Report.

This ARMC Report was approved by the Board of Directors on 9 June 2026.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors of UUE Holdings Berhad (“the Company” or “UUE”) and its subsidiaries (“the Group” or “UUE Group”) recognises that good Corporate Governance (“CG”) practices is of utmost importance to protect, enhance and support the business affairs and financial performance of the Group to safeguard shareholders’ investment and value.

The Board views corporate governance as a crucial and integral part of the Group’s long term sustainability initiatives.

This CG Overview Statement is prepared in compliance with Rule 15.25 of the ACE Market Listing Requirements (“ACE LR”) of Bursa Securities which provides shareholders and investors with an overview of the application of the three (3) Principles and the Practices (“CG Practices”) as set out in the Malaysian Code on Corporate Governance (“MCCG”) by the Company throughout the financial year ended 28 February 2026 (“FYE 2026”): -

- a) Principle A: Board Leadership and Effectiveness;
- b) Principle B: Effective Audit and Risk Management; and
- c) Principle C: Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders.

This CG Overview Statement should be read together with the Corporate Governance Report 2026 (“CG Report 2026”) of the Company which provides the details on how the Company has applied each CG Practice. Other than Practice 13.3, the Board is satisfied that it complies substantially with the recommendations of the practices of the MCCG throughout FYE 2026 and up to the date of this Statement.

The CG Report 2026 is made available on the Company’s website at [www.uue-holdings.com](http://www.uue-holdings.com) as well as via announcement on Bursa Securities’ website.

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

#### I. BOARD RESPONSIBILITIES

##### Roles and Responsibilities of the Board

The roles and responsibilities of the Board, Chairman of the Board, Managing Director of the Group (“MD”), Executive Directors of the Group (“EDs”), the members of the Board, the Board Committees, namely Audit and Risk Management Committee (“ARMC”), Nominating Committee (“NC”) and Remuneration Committee (“RC”) (collectively “Board Committees”), are set out in the Board Charter which is made available on the Company’s website.

All Directors are expected to act with integrity, lead by example, keep abreast of their responsibilities as directors and of the conduct, business activities and development of the Group. The Board assumes ultimate accountability and responsibility for the stewardship of the Group and provides leadership within a framework of prudent and effective controls which enables risk to be appropriately assessed and managed. The powers and duties of the Directors are as set out in the Constitution of the Company and as prescribed under Sub-division 3 of Division 2 of the Companies Act 2016 (“CA2016”) and Guidance 1.1 of the MCCG.

The Board provides strategic leadership and business direction, development and control of the Group, management oversight, initiatives to embrace the responsibilities listed in the MCCG as well as integration of sustainability consideration into the Group’s corporate strategy, governance and decision-making in order to achieve the Group’s long-term objectives, enhance shareholders’ value and safeguard the interests of all stakeholders.

UUE’s Board is led by an Independent Non-Executive Chairman. The day to day management of the Group is carried out and overseen by the MD and supported by three (3) EDs and assisted by a team of Senior Management Executive of the Group for making and implementing operational and corporate decisions. The Independent Non-Executive Directors (“INEDs”) ensure corporate accountability by providing unbiased and independent views, advice and judgement and challenging the Management’s assumptions and projections in safeguarding the interests of the shareholders and other stakeholders.

## **CORPORATE GOVERNANCE OVERVIEW STATEMENT (continued)**

The Board is also assisted by several Board Committees, namely the ARMC, NC and RC to assist in the execution of Board functions. The ARMC and the Board are further assisted by the Sustainability and Risk Management Committee ("SRMC") (a Management level Committee reporting to ARMC) playing a pivotal oversight function as delegated by the Board. These Committees ensure greater focus, objectivity and independence in the deliberation of specific Board agendas. All Board Committees have written terms of reference which are available for reference on the Company's website. These Board Committees were established in order to enhance business and operational efficiency as well as efficacy. The respective Chairman of these Board Committees would report to the Board during the Board meetings on significant and salient matters deliberated in the Board Committees.

Although the Board may delegate powers and responsibilities to these Board Committees, the Board retains ultimate accountability for discharging its duties.

The Board continuously upholds CG standards and values in the organisation and strives to lead by example in strengthening its competitiveness and instil investor confidence in the Group. In discharge of its duties and responsibilities, the applicable CG Practices and guidance are embedded in the terms of reference of the respective Board Committee, the Board's Policies and the Board Charter which clearly delineate relevant matters including those reserved for the Board's approval, and those which the Board may delegate to the Board Committees, the MD, the EDs and the Management.

The Board Charter was reviewed on 23 April 2026 to ensure that it remains consistent with the Board's objectives and responsibilities. The Board had also formalised and adopted Terms of Reference of the Employees Share Option Scheme ("ESOS") Committee following to the establishment of ESOS Committee on 8 October 2025. The Board with the recommendation of the ARMC had reviewed, where necessary, approved the revised Anti-Bribery and Anti-Corruption Policy and Approve Limit Matrix on 29 January 2026 and the Conflict of Interest Policy, Terms of Reference of the ARMC, SMRC, NC, RC, Group Business Continuity Policy and Procedures and Succession Planning Policy on 23 April 2026. The Board further reviewed and approved the update to Sustainability Objectives upon recommendation of SRMC.

The following documents are made available on the Company's website: -

- Board Charter
- Anti-Bribery and Anti-Corruption Policy
- Board Corporate Disclosure Policy
- Board Policy on Code of Business Conduct & Ethics
- Continuing Education Policy
- Diversity Policy
- Remuneration Policy
- Stakeholder Communications Policy
- Whistle-Blowing Policy
- Fit and Proper Person Policy
- Terms of Reference - Audit and Risk Management Committee
- Terms of Reference - Nominating Committee
- Terms of Reference - Remuneration Committee

## **CORPORATE GOVERNANCE OVERVIEW STATEMENT (continued)**

### **Separation of Position of Chairman and Managing Director**

The Chairman is responsible for leadership, governance, orderly conduct of the Board and ensuring the effectiveness of all aspects of the Board's role. The Chairman represents the Board alongside the MD in meeting with shareholders and acts as facilitator at the meetings of the Board and ensures that appropriate discussion takes place and no Board member dominates the discussion, relevant opinion among Board members is forthcoming and decisions are arrived after due consideration.

The MD has the executive responsibility for the day-to-day operations of the Group's business and is responsible to implement the Group's policies, strategies and decisions adopted by the Board. The MD shall be the head of the Management of the Group and reports to the Board.

The positions of the Chairman and the MD are separately held ensuring balance of power, accountability and division of roles and responsibilities of the Board and the Management of the Group's business and operations. The Board has developed descriptions for responsibilities of the Board Chairman and MD in the Board Charter.

### **Qualified and Competent Company Secretaries**

The Board is supported by two (2) External Company Secretaries, both qualified to act as Company Secretary under Section 235 of CA2016 and also registered as holders of the Practising Certificate issued by Suruhanjaya Syarikat Malaysia ("SSM"). Both the Company Secretaries are Associate Members of the Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA").

The Company Secretaries provide the required support to the Board in carrying out its duties and stewardship role, providing the necessary advisory role with regard to the Company's Constitution, Board's policies and procedures as well as compliance with all regulatory requirements, codes, guidance and legislation.

All Directors also have full and unrestricted access to the advice and services of the Company Secretaries. The Board is regularly updated on new guidelines, directives and new regulatory issues affecting the Group by the Company Secretaries as well as external consultants. The Company Secretaries together with the EDs assist the Chairman of the Board and Chairman of Board Committees to deal with the respective agendas and to provide the relevant information and documents to Directors on a timely basis. The Board is satisfied with the support and performance rendered by the Company Secretaries in assisting the Board to discharge its duties.

The Company Secretaries attend all Board and Board Committee meetings and ensure the meetings are properly convened, deliberations and decisions made by the Board are accurately recorded and kept. The Company Secretaries attended relevant development and training programmes to enhance their abilities in discharging their duties and responsibilities.

### **Board Meetings**

The Board adopted a Policy on Time Commitment to enhance and affirm the Directors' commitment to the Group and ensure their devotion of time towards the affairs of the Group and to continuously improve their knowledge and skillsets. All Directors commit and devote their time to make themselves available to attend to any matters arising which requires their attention individually or collectively.

A corporate calendar of all scheduled meetings and planned events for the coming financial year is furnished to all Directors and the Management by the Company Secretaries normally at the first board meeting of a calendar year to aid and facilitate the Directors in scheduling and meeting their time commitments.

The Board meets regularly on a quarterly basis. Additional or special Board meetings may be convened as and when necessary to consider and deliberate on any urgent proposals or matters which requires the Board's review or consideration. All Board approvals sought are supported with the relevant information and explanations required for informed decisions to be made. In the intervals between Board meetings, any matters requiring urgent Board decisions and/or approvals will be sought via Directors' Circular Resolutions which are supported with all the relevant information and explanations required for an informed decision to be made.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (continued)

To facilitate productive and meaningful deliberations, the proceedings of the Board meetings are conducted in accordance with a structured agenda with the supply of complete and timely information to enable the Board to discharge their responsibilities effectively and for them to make informed decisions. The Board reviews and deliberates on the Group's financial performance and results, business operations, reports of the various Board Committees, corporate exercises and strategic financial and investment decisions.

The deliberations and decisions at Board and Board Committee meetings are well documented in the minutes. The Company Secretaries will circulate the draft minutes of meetings for the Board's and Board Committee's review and tabled for the confirmation in the subsequent meeting.

### **Access to Information and Advice**

The Board has unrestricted access to all information within the Group and has the authority to seek any information they require from any employee of the Group and all employees must comply with such request. The Board is constantly kept informed of various requirements and updates issued by various regulatory authorities. In addition, the Board may obtain independent professional advice in furtherance of their duties whenever necessary at the Company's expense through an agreed procedure.

The Board is provided with relevant supporting information and data on operational, financial and corporate issues as well as minutes of meetings of the various Board Committees prior to the meetings to enable Directors to obtain further explanations and/or clarifications, if necessary, in order to ensure the effectiveness of the proceeding of the meetings. This information is circulated to the Board members at least seven (7) days prior to the Board meetings so as to provide the Directors with relevant and timely information to enable them to deliberate issues raised during Board meetings more effectively whilst highly sensitive corporate proposals may be circulated during the meeting. Any necessary revision or update to the matters approved by the Board will be further communicated and cleared by all the Directors prior to release of announcement. Additionally, the Management is also invited to brief and provide additional information or clarification in meetings of the Board and Board Committees.

### **Sustainability**

The Group acknowledges that it will be judged not solely on its financial performance but on its wider impact and role within the society. The MCCG recommends that the Board ensure that the Group's strategies promote sustainability, especially in the aspects of economic, environmental, social and governance.

As such, the Board assumes the ultimate accountability for the integration of sustainability throughout the organisation, including sustainability-related strategy and performance. The Board is committed to promoting sustainability and continuously integrates it into its working environment, business processes and strategy-making process within the Group.

The Board is committed to promote sustainability practices and had adopted sustainability framework and sustainability objectives which cover economic, environmental and social aspects that embrace themes on community investment, energy, product and services responsibility, diversity, occupational safety and health and anti-corruption as part of its broader responsibility to all its various stakeholders and the communities in which it operates.

Details of the Group's sustainability initiatives are set out in the Sustainability Report.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (continued)

### II. BOARD COMPOSITION

UUE is led and managed by a competent and experienced Board of Directors comprised of talented and dedicated directors with a diverse mix of expertise, experience, skills and background. The skills and backgrounds collectively represented on the Board should reflect the needs taking into consideration the diverse nature of the business environment in which UUE Group operates. For purposes of Board composition, diversity includes, but is not limited to, skills, experience, nationality, age, cultural background, gender and ethnicity. This enables the Board to carry out its responsibilities effectively and ensures accountability. The current Board is drawn from different ethnic, cultural and socio-economic background with their age ranging from 44 years to 63 years to ensure that different viewpoints are considered in the decision making process.

As at the date of this statement, the Board has eight (8) members, comprising four (4) EDs (including the MD) and four (4) INEDs (including the Chairman of the Board).

The current Directors of the Company as at the date of this statement are as follows and their profile are set out in pages 15 to 22 of this Annual Report: -

Name of Directors	Gender	Directorate
LEE CHYE TEE	Male	Independent Non-Executive Chairman
DATUK DR. TING KOK HWA	Male	Managing Director
HIN WAI MUN	Male	Executive Director
CHONG TUOO CHOI	Male	Executive Director
VINCENT WONG SOON CHOY	Male	Executive Director
NG LEE THIN	Female	Independent Non-Executive Director
LATHA A/P DHAMODARAN PILLAY	Female	Independent Non-Executive Director
GOH LEI LEI	Female	Independent Non-Executive Director

This composition fulfils the requirements of Rule 15.02(1)(a) of the ACE LR of Bursa Securities which require at least two (2) directors or at least one third (1/3) of the Board members whichever is higher comprised of independent directors as well as Practice 5.2 of the MCCG which recommends that at least half of the Board members comprise of independent directors.

Currently, three (3) members of the Board are of the female gender, which represents 37.5% of the Board's composition. This is in compliance with Rule 15.02(1)(b) of the ACE LR of Bursa Securities which requires at least one (1) woman director on the Board as well as Practice 5.9 of the MCCG which recommends that the Board to have at least 30% women Directors. The Board also adopted Diversity Policy which cover a policy of, at least one (1) member of the Board shall be of the female gender and will actively work towards having more female Directors on the Board and Senior Management.

Based on the results of the evaluation of the performance of the Board as a whole, the performance of the Board Committees and the performance of each individual Director, the NC and the Board were satisfied with the existing size, structure and composition, and were of the view that the existing structure, size, composition, current mix of skills, competence, knowledge, experience and qualities of the existing Board members were appropriate to enable the Board to carry out its responsibilities effectively.

All the Directors of the Company do not hold more than five (5) directorships in listed issuers as required under Rule 15.06 of the ACE LR.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (continued)

### Attendance of Board and Board Committees Meetings

The Board schedules at least four (4) meetings in a financial year with additional meetings to be convened as and when necessary. During FYE 2026, the Board conducted six (6) Board Meetings where they deliberated and approved various reports and matters, including the quarterly financial results of the Group and the corporate exercises embarked on Bonus Issue of Shares, Bonus Issue of Warrants, ESOS and diversification.

The attendance record of Directors at the Board and Board Committees meetings held during FYE 2026 is set out below: -

Name of Directors	Attendance			
	Board	ARMC	NC	RC
LEE CHYE TEE	6/6	-	-	-
DATUK DR. TING KOK HWA	6/6	-	-	-
HIN WAI MUN	6/6	-	-	-
CHONG TUOO CHOI	6/6	-	-	-
VINCENT WONG SOON CHOY	6/6	-	-	-
NG LEE THIN	5/6	6/6	1/1	1/1
LATHA A/P DHAMODARAN PILLAY	6/6	6/6	1/1	1/1
GOH LEI LEI	6/6	5/6	1/1	1/1

### Nominating Committee ("NC")

The NC comprises exclusively of INEDs. The NC of the Company is chaired by the Independent Non-Executive Director.

The primary responsibilities of the NC are set out in detail in its Terms of Reference which is made available on the Company's website.

During FYE 2026, the members of the NC were as follows:

Name of NC Members	Designation	Directorate
LATHA A/P DHAMODARAN PILLAY	Chairman	Independent Non-Executive Director
NG LEE THIN	Member	Independent Non-Executive Director
GOH LEI LEI	Member	Independent Non-Executive Director

The Company is in compliance with Practice 1.4 of the MCCG whereby the Chairman of the Board, Mr Lee Chye Tee is not a member of the ARMC, NC and RC.

In compliance with the provision of Rule 15.08A(3) of the ACE LR of Bursa Securities, the activities of the NC for the FYE 2026 are set out in Practices 5.3, 5.7 and 6.1 of the CG Report 2026.

## **CORPORATE GOVERNANCE OVERVIEW STATEMENT (continued)**

### **Independence of the Board**

The Board has also adopted the best practices for assessing the independence of Independent Directors annually and the tenure of an Independent Director should not exceed a cumulative term of nine (9) years. When the Board retains an Independent Director, who has served in that capacity for more than nine (9) years, the Board would justify its decision and seek shareholders' approval.

Since the Company's listing on the ACE Market of Bursa Securities on 2 July 2024, none of the Independent Directors has exceeded a cumulative term of more than nine (9) years in the Company as at the date of this Statement.

The Board adopted the concept of independence in tandem with the definition of the Independent Directors under Rule 1.01 and Guidance Note 9 of the ACE LR of Bursa Securities.

In addition, all the Independent Directors are independent of Management and have no family or business relationships with the Executive Directors and major shareholders, which would interfere with the execution of their independent judgement.

The Independent Directors provide their independent view, unbiased judgment and knowledge to the management as well as safeguarding the interests of the shareholders and do not participate in the day-to-day management of the Group.

NC had assessed and concluded that all four (4) Independent Directors satisfy the independence test under the ACE LR of Bursa Securities. The Board is satisfied with the level of independence demonstrated by all the Independent Directors and their ability to act in the best interests of the Company. With the Independent Directors constitute half of the current Board structure, the Company has complied with Practice 5.2 of the MCGG, which recommends that at least half of the Board should comprise Independent Directors.

### **Appointment to the Board**

The Board is committed to upholding high standards of governance in respect of new appointments to the Board to ensure that the Directors of the Company conform with the Company's Fit and Proper Person Policy and that the Directors of the Company are comprised of those, who have the necessary skills, competencies, commitment, character, integrity and experience to complement the efficiency and effectiveness of the Board as a whole. The Board is guided by Board's Procedures for Appointment of Directors, a formal and transparent procedures relating to appointment of Directors.

The Board's Fit and Proper Person Policy and procedures for appointments to the Board are viewed as a vital component of the governance process in determining the composition, size, balance, competencies and ultimately the quality and integrity of the Board.

The NC is responsible for assessing and recommending suitable candidate(s) for directorship to the Board, leveraging on several sources such as recommendation from existing Board members, Senior Management, substantial shareholders, business associates and referrals from third party consultants and independent sources such as professional bodies and organisation to gain access to wide pool of potential candidates, based on the profile and background of the candidate(s).

The NC is mindful of the importance of succession planning for the members of the Board and Senior Management including formalising its stand and approach to boardroom diversity. The NC will where practicable, maintain a database of suitable and potential candidate(s) for meeting the roles identified.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (continued)

### Re-election of Directors

The re-election of Directors provides an opportunity for shareholders to renew their mandate conferred to the Directors.

Clause 133 of the Company's Constitution provides that all directors shall retire by rotation once in every three (3) years or at least one-third (1/3) of the Board shall retire but shall be eligible to offer themselves for re-election at the Annual General Meeting ("AGM"). Whereas Clause 118 of the Company's Constitution provides that any Director appointed to fill a casual vacancy or as an addition to the Board shall hold office only until the next AGM and shall then be eligible for re-election.

The Director who is subject to re-election and/or re-appointment at the next AGM shall be assessed by the NC before recommendation is made to the Board and shareholders for the re-election and/or re-appointment.

The above provisions are adhered to by the Board. Information on Directors standing for re-election are outlined in the Profile of Directors. These include their age, gender, date of appointment, directorate, details of any board committee, directorships in other public listed corporation, qualification, working experience, and any conflict of interest as well as their shareholdings in the Company is set forth in the Directors' Profiles and the Analysis of Shareholdings while their attendance of the Board meetings are set forth in the Corporate Governance Overview Statement of this Annual Report.

At the forthcoming 3rd AGM, Datuk Dr. Ting Kok Hwa, Mr Chong Tuoo Choi and Ms Goh Lei Lei are due to retire by rotation under Clause 133 of the Company's Constitution and being eligible have offered themselves for re-election.

Following the NC's review on the performance of the Directors and having noted their significant and valued contributions to the Board, the NC had recommended their re-election to the Board and the Board had concurred with such recommendation and are recommending that the shareholders re-elect the retiring Directors at the forthcoming 3rd AGM.

The Directors subject to retirement have completed their respective Declarations in accordance to the Fit and Proper Person Policy to affirm that they have fulfilled the fit and proper person criteria relating to their Probity, Personal Integrity, Reputation and Financial Integrity.

### Fit and Proper Person Policy

The Board had adopted the Fit and Proper Person Policy to ensure that the Board's quality and integrity is maintained and up to expectations. It also serves as guidance for the appointment, re-election of Directors and the appointment of key management personnel to carry out their responsibilities with full competence, character, diligence, integrity and judgement. The main objective of this Policy is to ensure that the Group is led by persons of integrity, credibility and competency as well as to enable the discharge of the responsibilities required of the position in the most effective manner.

The Company's Fit and Proper Person Policy is made available on the Company's website.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (continued)

### Evaluation of Board Performance

The Board through the NC evaluates the performance of the Board as a whole, the Board Committees, the individual Directors and the independence of the Independent Directors on an annual basis. The evaluation criteria and processes are in accordance with the procedure that has been established, endorsed and approved by the Board following the recommendation made by the NC. The Board evaluation process is carried out by way of peer assessment, in the form of evaluation questionnaires completed, reviewed and deliberated by the NC before its findings and recommendations were tabled to the Board.

As part of the annual assessment of the individual Directors, the NC will review the professionalism, integrity, honesty, competency, time commitment, contribution and performance and ensure no conflict of interest arises that would impair their ability to represent the interest of the Company's shareholders and stakeholders and to fulfil the responsibilities of a director.

The evaluation of the performance of the Chairman of the Board, the Chairman of the ARMC, NC and RC were conducted by NC with each Director abstained from deliberation on his/her own evaluation.

### Training and Development of Directors

The Board recognises that it is imperative that Directors devote sufficient time to update their knowledge and enhance their skills through appropriate continuing education programmes and had adopted a Continuing Education Policy to set forth the elements of continuing education for Board members in addition to the initial induction process to ensure that Board members maintain and update their skills and knowledge necessary to meet their obligations. Continuing Education Policy is made available on the Company's website.

The Directors are also encouraged to evaluate their own training needs on a continuous basis to determine and attend the relevant training programmes, seminars, briefings or dialogues to further enhance their skills and knowledge in the latest statutory and regulatory requirements as well as to keep abreast with the business development to assist them in discharging their duties and responsibilities more effectively.

During FYE 2026, the Directors had attended the following training programmes: -

Date	Training Programmes	Name of Director
23 - 24 June 2025 16 -17 July 2025 16 -17 July 2025 30 - 31 July 2025 6 - 7 August 2025 22 - 23 September 2025	Mandatory Accreditation Programme Part II: Leading for Impact (LIP) by Institute of Corporate Directors Malaysia ("ICDM")	Lee Chye Tee Hin Wai Mun Chong Tuoo Choi Datuk Dr. Ting Kok Hwa Latha A/P Dhamodaran Pillay Goh Lei Lei
23 - 24 April 2025	MBRS 2.0 for Preparers – Financial Statements by Suruhanjaya Syarikat Malaysia ("SSM")	Lee Chye Tee
8 - 9 May 2025	Harness the Power of Generative AI for Accounting and Finance Professionals by Malaysian Institute of Accountants ("MIA")	Vincent Wong Soon Choy
19 June 2025	E-invoice implementation in Malaysia and navigating the MyInvois portal by SSM	Lee Chye Tee
24 July 2025	Forum for Johor-Singapore Special Economic Zone by Majlis Perbandaran Pengerang	Goh Lei Lei
28 July 2025	Roles and responsibilities of company secretaries as compliance offices under AMLA 2001 by SSM	Lee Chye Tee

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (continued)

Date	Training Programmes	Name of Director
5 August 2025	Practical beneficial ownership reporting by SSM	Lee Chye Tee
25 August 2025	Understanding key components of financial statements and lodgement of financial statements in relation to MBRS for company secretaries by SSM	Lee Chye Tee
17 October 2025	2026 Budget Seminar for Corporate Accountants by MIA	Vincent Wong Soon Choy
5 November 2025	2026 Budget Seminar by MIA and Malaysian Association of Tax Accountants	Ng Lee Thin
19 November 2025	The Current Issues in Risk Management by Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA")	Datuk Dr. Ting Kok Hwa
24 November 2025	The Art Domestic Inquiry : Conducting Investigations with Intergrity by MAICSA	Chong Tuoo Choi Hin Wai Mun
26 November 2025	AML: To What Extent Do You Really Know Your Customer? by MIA	Lee Chye Tee
10 December 2025	Key Disclosure Obligations of a Listed Company by CKM Advisory Sdn Bhd	Ng Lee Thin
20 January 2026	Anti-Money Laundering & Counter Financing of Terrorism (AML/CFT) Masterclass by MIA	Lee Chye Tee
5 February 2026	Board of Directors: Navigating Resilience via ESG Strategy by MIA	Latha A/P Dhamodaran Pillay
27 February 2026	The Company Secretary as a Reporting Institution Under AMLA – What Secretaries Should Implement and Carry Out by MAICSA	Lee Chye Tee

### III. REMUNERATION

#### Remuneration Committee ("RC")

The RC comprises exclusively of INEDs as follows:

Name of RC Members	Designation	Directorate
GOH LEI LEI	Chairman	Independent Non-Executive Director
LATHA A/P DHAMODARAN PILLAY	Member	Independent Non-Executive Director
NG LEE THIN	Member	Independent Non-Executive Director

The RC and Board are mindful of the need to remunerate and retain its Directors and Senior Management to ensure that their commitment remains intact as well as to properly motivate, inspire and drive their performance. Their remuneration package is therefore, directly linked to their performance, service, seniority, experience and scope of responsibilities.

The RC is responsible to establish, recommend and constantly review a formal and transparent remuneration policy and terms of employment for the Board to attract and retain directors and Senior Management which is aligned with the business strategy and long-term objectives of the Group taking into consideration that the remuneration of the Directors and Senior Management should reflect the responsibilities, expertise and complexity of the Company's activities.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (continued)

The Board had adopted a Remuneration Policy for the Board and Key Senior Management to attract and retain the Directors and Senior Management required to lead and control the Group effectively. In the case of EDs and Senior Management, the components of the remuneration package are linked to corporate and individual performance. For Non-Executive Directors, the level of remuneration is reflective of their experience, seniority and level of responsibilities.

The Board as a whole will determine the remuneration of the EDs, INEDs and Senior Management, with each individual Director abstaining from deliberation and decision of their own remuneration.

The RC had reviewed the remuneration of the EDs and the Key Senior Management for FYE 2026 and recommended to the Board for approval. The RC had also reviewed the Directors' Benefit for FYE 2027 as well as Directors' Fees for FYE 2027 payable to the Directors and the Board as a whole had reviewed and resolved the same for recommendation to the shareholders for consideration and approval at the 3rd AGM.

The Remuneration Policy for Directors and Senior Management is available on the Company's website.

The details of the remuneration and benefits paid to the Directors and Key Senior Management of the Company and the Group for services rendered in all capacities for FYE 2026 are tabulated under Practice 8.1 of the CG Report 2026.

### PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

#### I. AUDIT AND RISK MANAGEMENT COMMITTEE ("ARMC")

The ARMC comprises exclusively of INEDs as follows:

Name of ARMC Members	Designation	Directorate
NG LEE THIN	Chairman	Independent Non-Executive Director
LATHA A/P DHAMODARAN PILLAY	Member	Independent Non-Executive Director
GOH LEI LEI	Member	Independent Non-Executive Director

The ARMC Chairman, Ms Ng Lee Thin is a member of the Malaysian Institute of Accountants and is not the Chairman of the Board.

The ARMC is authorised by the Board to investigate any activity within its Terms of Reference. It shall have full and unrestricted access to any information pertaining to the Company and the Group and is authorised to seek any information it requires from any employee and all employees are directed to cooperate with any request made by the ARMC.

The detailed Terms of Reference of the ARMC outlining the composition, duties and functions, authority and procedures of the ARMC is made available on the Company's website. The independence, objectivity and integrity of the members of the ARMC are the key requirements which the Board recognises as essential for an effective and independent ARMC. None of the members of the Board is a former key audit partner. As a measure to safeguard the independence and objectivity of the audit process, the ARMC has incorporated a policy stipulation that governs the appointment of a former key audit partner to the ARMC. The policy which is codified in the ARMC's Terms of Reference requires a former key audit partner to observe a cooling-off period of at least three (3) years before he can be considered for appointment as a committee member.

Further information on the summary of activities of the ARMC are set out in the Audit and Risk Management Committee Report of this Annual Report.

## **CORPORATE GOVERNANCE OVERVIEW STATEMENT (continued)**

### **Assessment of External Auditor**

The ARMC has adopted a procedure to assess the suitability, objectivity and independence of the External Auditors. The ARMC continues assessing the level of non-audit services rendered by the External Auditor to ensure that such services will not impair their objectivity and independence. Being satisfied with the performance, technical competence and audit independence, the ARMC will then recommend any reappointment decision to the Board, where the Board will make the appropriate recommendation to seek shareholders' approval in the AGM.

## **II. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK**

The Board affirms its overall responsibility for maintaining a sound governance, risk management and internal control systems and for reviewing their adequacy and effectiveness so as to provide assurance on the achievement of the Group's corporate objectives and strategies and to safeguard all its stakeholders' interests and protecting the Group's assets as well as to establish the risk appetite of the Group based on the corporate objectives, strategies, external environment, business nature and corporate lifecycle.

The ARMC assists the Board in discharging its roles and responsibilities to oversee the effectiveness and adequacy of the risk management and internal control system of the Group.

To maintain total independence in the management of the Group's internal control environment and ensure compliance with the ACE LR, the Group has an internal audit function which is outsourced to an independent professional service firm, NeedsBridge Advisory Sdn Bhd, who reports directly to the ARMC and assists the ARMC in managing the risks and establishment of the internal control system and processes of the Group by providing an independent assessment on the adequacy, efficiency and effectiveness of the Group's risk management and internal control system and processes.

Recognising the importance of risk management processes and practices, the Board has reviewed and adopted the updated risk management policy to facilitate management to identify, evaluate, control, monitor and report to the Board the principal business risks faced by the Group on an ongoing basis, including remedial measures to be taken to address the risks.

Further details pertaining to the review on the Group's internal control system and its effectiveness are set out in the Statement on Risk Management and Internal Control of this Annual Report.

## **CORPORATE GOVERNANCE OVERVIEW STATEMENT (continued)**

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

#### **I. COMMUNICATION WITH STAKEHOLDERS**

The Board recognises the importance of communications with its stakeholders and is committed to upholding high standards of transparency and promotion of investor confidence through the provision of comprehensive, accurate and quality information on a timely basis.

The Board has in place the Stakeholders Communication Policy which sets out the aims and practices of the Company in respect of communicating with its shareholders (both current and prospective) and adopted the Corporate Disclosure Policy with the following primary objectives:

- To promote and elevate a high standard of integrity and transparency through timely comprehensive, accurate, quality and full disclosure;
- To promote and maintain market integrity and investor confidence;
- To exercise due diligence to ensure the veracity of the information being disseminated is factual, accurate, clear, timely and comprehensive;
- To build good relationships with all stakeholders based on transparency, openness, trust and confidence;
- To have in place efficient procedures for management of information, which promotes accountability for the disclosure and dissemination of material information; and
- To enable shareholders and stakeholders to assess to the Company's business information including financial reporting and other corporate reporting disclosure.

The detailed Stakeholders Communication Policy and Corporate Disclosure Policy are made available on the Company's website.

#### **II. CONDUCT OF GENERAL MEETINGS**

As stated earlier, the Board recognises the importance of communications with its shareholders and will take appropriate measures to encourage shareholders' participation at general meetings as recommended under the MCCG.

This includes the Chairman highlighting to shareholders and proxy holders, their right to speak up at general meetings, the conduct of poll voting for all resolutions tabled at general meetings.

In line with the best CG practice, the Notice of AGM and Annual Report were disseminated to shareholders at least 28 days before the AGM in order to provide sufficient time for shareholders to understand and consider the proposed resolutions tabled at the AGM.

This CG Overview Statement was approved by the Board of the Company on 9 June 2026.

# STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

## INTRODUCTION

This statement has been prepared pursuant to Rule 15.26(b) and Guidance Note 11 of the ACE Market Listing Requirements (“ACE LR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”), and in accordance with the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers 2025 (“SORMIC Guide 2025”) and Malaysian Code on Corporate Governance 2021 (“MCCG”). The Board of Directors (“the Board”) of UUE Holdings Berhad (“UUE” or “the Group”) is pleased to present the Statement on Risk Management and Internal Control for the financial year ended 28 February 2026.

## BOARD RESPONSIBILITIES

The Board (in line with the Institute of Internal Auditors’ (“IIA”) Three Lines Model – Governance Body Roles) affirms its overall responsibility for maintaining a sound governance, risk management and internal control system and for reviewing their adequacy and effectiveness to provide assurance on the achievement of the Group’s mission, vision, core values, strategies and business objectives as well as to safeguard all its stakeholders’ interests and protecting the Group’s assets. The Board has established the risk appetite of the Group within which the Board expects the management to operate based on the risk capacity, strategies, internal and external business context, business nature and corporate lifecycle. The Board is committed to the establishment and maintenance of an appropriate control environment that is embedded into the corporate culture, strategies and processes of the Group as well as to articulate the importance of adequate and effective risk management and internal control system.

The Board delegates the duty of managing and administering of the day-to-day operations and running of the Group (including but not limited to, ensuring appropriate risk management practices and policies are implemented) as well as development of corporate strategies and strategic plans and implementation thereof to the Managing Director (“MD”) per the Board Charter (in line with the IIA Three Lines Model – First Line roles), who is assisted by Sustainability Risk Management Committee (“SRMC”) on the identification, assessment and management of key business risks as well as risk performance monitoring and reporting (as Second Line roles of IIA Three Lines Model). On the other hand, the Audit and Risk Management Committee (“ARMC”), through its terms of reference approved by the Board, is delegated with the duty to review the adequacy and effectiveness of risk management and internal control system of the Group. Through the ARMC, the Board is kept informed on all significant risks and control issues brought to the attention of the ARMC by the Top Management (led by MD), SRMC, the outsourced internal audit function (as the Third Line roles per IIA’s Three Lines Model) and the external auditors.

The system of internal control covers, inter-alia, the control environment, risk assessment, control activities, information and communication, and monitoring activities. However, in view of the inherent limitations of any system of internal control, the system of internal control is designed to manage rather than to eliminate the risk of failure to achieve the Group’s business objectives. Accordingly, the system of internal control can only provide reasonable, and not absolute, assurance against material misstatement, loss or fraud.

## RISK MANAGEMENT

The Board recognises risk management as an integral part of the system of internal control and good management practice in the pursuits of its mission, vision, core values, strategies and business objectives. The Board maintains an on-going commitment to systematically identify, analyse, evaluate and manage significant risks and opportunities faced by the Group. The Board has put in place a formal Group Risk Management Framework for the governance structure, framework and processes for enterprise-wide risk management. This serves to embed the risk management practices into all levels of the Group and to manage key business risks faced by the Group and to optimise key business opportunities available to the Group adequately and effectively.

The Board delegates the duty of risk management to the Top Management (led by MD), with further support from the SRMC. It is the duty of the Top Management to ensure that risk management system is implemented across all level of the Group, horizontally and vertically, to ensure all key business risks are identified and managed. The duty for managing risk at operational level lies with Risk Owners identified, who are also responsible for carrying out an on-going process of identifying and assessment of risk, evaluating the adequacy and integrity of the controls and as well as formulating and implementing treatment plan(s) for mitigating the risks identified in line with the risk appetite of the Group.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (continued)

The principles, practices and process of the Group Risk Management Framework established by the Board are, in material aspects, guided by the ISO 31000:2018 – Risk Management - Guidelines.

The roles and responsibilities of the Top Management and SRMC are as follows:

### Top Management:

- (a) implement the Group Risk Management Framework approved by the Board;
- (b) implement the risk management process which includes the identification of key risks and devising appropriate action plan(s) in cases where existing controls are ineffective, inadequate or non-existence and communicate methodology to the Risk Owners;
- (c) ensure that risk strategies adopted are aligned with the Group's organisational strategies. (e.g. vision/mission, corporate strategies/goals, etc.), Group Risk Management Framework (including policies and processes) and risk appetite;
- (d) continuous review and monitoring of existing and emerging risks and risk and update of the Risk Register (including incorporation new or emerging risks or integration of business risks from implementation and integration of new strategies and business objectives into new key risk registers for monitoring);
- (e) review of risk incidents reported by Risk Owners to ensure that appropriate mitigation plans undertaken and are properly escalated to ARMC if it is material;
- (f) update the ARMC and the Board, via SRMC, on the developments in the Risk Register and Risk Incident reported (at least once annually) or when appropriate (due to significant change to the internal and external business context), the course of action to be taken by management in managing the changes and monitoring activities in relation to compliance of Group Risk Management Framework, Policies and Procedures; and
- (g) to perform strengths, weaknesses, opportunities and threats (SWOT) Analysis for all options of the proposed strategies and business objectives and to monitor and report to the Board on the progress of the implementation and integration for merger & acquisition during the scheduled meetings until it is implemented and integrated completely into the Group.

### SRMC:

- (a) acting as central reference and guide for all risk management issues within the Group;
- (b) facilitating, supervising and monitoring the implementation and compliance of Group Risk Management Framework, risk management policy and process (post implementation) in the Group and to report any non-compliance to Top Management (on annual basis or as and when required for material non-compliance) and ARMC (on annual basis);
- (c) facilitating and coordinating all risk management processes and activities (for example, continuous monitoring of risks and risk events identified, identification and incorporation of new or emerging risks into Risk Register, update (including analysis and evaluation) of risks, project leader in dealing with new or changes in material risks, progress of mitigation plans implementation, risk reporting and continuous improvement in risk management process) in the Group;
- (d) documenting all risk management activities in the Group;
- (e) planning or coordinating internal assurance activities in relation to the risk management process and its components and report to Top Management and ARMC on the results of internal assurance activities (with mitigation plans);
- (f) reporting of compliance performance of Group Risk Management Framework, the updates of Risk Register due to new or emerging risks or changes in the existing risks, the mitigation plans (and its progress), Risk Incidents (including its mitigation plans and incidents of material risks not mitigated);
- (g) ensuring the emergence of new business risks or change in the existing risks (and mitigation plans) is properly recorded by Risk Owners in Risk Register with such risks are properly identified, analysed and evaluated on a timely manner and escalated to Top Management and ARMC (as and when required as permitted by the significance of such risks);
- (h) reviewing the occurrence of the Risk Incidents and its mitigation plans (as to its adequacy) as reported by the Risk Owners and escalated to ARMC as and when required as permitted by the significance of the key risks or risk events;

## **STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (continued)**

- (i) together with the above monitoring and review functions, reviewing and assessing the adequacy and effectiveness of the Group Risk Management Framework (including policies and processes and to recommend continuous improvements as may be deemed necessary to the Top Management and ARMC based on the results of its review;
- (j) ensuring proper reporting and communication of all risk matters at appropriate level, including but not limited to, the use of Risk Register or meetings or other electronic platforms to facilitate the risk management process and reporting are embedded into daily operations to decision making at highest governance body of the Group; and
- (k) ensuring adequacy of appropriate trainings at appropriate level of staffs on risk management process and reporting so that risk awareness is maintained or improved and risk management process and reporting are embedded into daily operations to decision making at highest governance body of the Group.

In addition, the Risk Owners, within their areas of expertise and delegated with operational responsibilities with the following roles and responsibilities:

- (a) manage the risks of the business processes under his / her control;
- (b) continuously identify risks (including feedbacks from engagement with stakeholders) and evaluate existing controls. If controls deemed ineffective, inadequate or non-existent, to establish and implement controls to reduce the likelihood and/or impact as well as to escalate to his superior if the compliance failure is material;
- (c) to report to the SRMC of the emergence of new risks or change in the existing risks (and mitigation plans) through the use of Risk Register on a timely manner;
- (d) to report to the SRMC on the updates on Risk Register annually via Risk Register for risk(s) under his/her responsibility and escalate to SRMC and Top management;
- (e) to escalate to the SRMC and the Top Management (if involving risks with significant impact or above approved risk appetite) or superior (if involving other risks) on the occurrence of the Risk Incidents and its mitigation plans;
- (f) to assist with the development of the management action plans and implement these action plans;
- (g) to update the SRMC on the progress of management action plans and the status of these plans;
- (h) ensure that staffs working under him/her understand their roles as first-line, risk exposure of the relevant process under his / her duty and the importance of the related controls; and
- (i) ensuring adequacy of training for staff on risk and opportunity management.

The Group Risk Management Framework specifies the structured risk management process, where each step of the risk and opportunity identification, evaluation, control identification, treatment and control activities are laid down for application by the Top Management and Risk Owners.

Based on the risk management process, key risk registers are compiled by SRMC with the participation of the Risk Owners, with relevant key risks identified rated based on the agreed upon risk rating. The key risk registers are used for the identification of high residual risks which is above the risk appetite of the Group that require the Top Management and the Board's immediate attention and risk response(s) as well as for future risk monitoring. As an important risk monitoring mechanism, SRMC is scheduled to review the key risk registers of key operating subsidiaries and assessment of emerging risks identified at strategic and operational level on annual basis or on more frequent basis if circumstances required and to report to the ARMC on the results of the review and assessment. The ARMC met once to review and assess the adequacy and effectiveness of the risk management structure, risk policies, processes and relevant support system. Besides, the ARMC also reviewed, assessed and deliberated risk profile presented with responses and strategies formulated to the key strategic and operational risks deliberated and reported to the Board on the results of its review.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (continued)

Respective Risk Owners are responsible for managing the risks within their responsibilities. Risk Owners are responsible for effective and efficient operational monitoring and management by way of maintaining effective internal controls and executing risk and control procedures on a day-to-day basis. Changes in key risks, or the emergence of new key risks, are identified through daily operational management and controls, as well as the review of financial and operational reports by respective levels of Management. These reports are generated by the internal management information system and are supplemented by relevant external data and information collected. Respective Risk Owners are responsible for assessing changes in both existing and emerging risks, and for formulating and implementing effective controls to manage these risks. Critical or material risks are highlighted to the Top Management for final decision on the formulation and implementation of effective internal controls, and for subsequent reporting to the ARMC and the Board.

The monitoring of the risk management by the Group is enhanced by the internal audits carried out by the outsourced internal audit function with specific audit objectives and business risks identified for each internal audit cycles based on the internal audit plan approved by the ARMC.

The above process has been practiced by the Group for the financial year under review and up to the date of approval of this statement.

Please refer to the Management Discussion and Analysis for the key risks faced by the Group.

### INTERNAL CONTROL SYSTEM

The key features of the Group's internal control system are made up of five (5) core components, i.e. Control Environment, Risk Assessment, Control Activities, Information and Communication and Monitoring Activities with the principles representing the fundamental concepts associated with each component as follows:

- **Board of Directors and Board Committees**

The role, functions, composition, operations and processes of the Board are guided by a formal Board Charter whereby roles and responsibilities of the Board, the Chairman of the Board, the MD and Executive Directors ("EDs") are specified to preserve the independence of the Board from the Management and to improve the oversight roles of the Board.

Board Committees (i.e. ARMC, Remuneration Committee and Nominating Committee) are established to carry out duties and responsibilities delegated by the Board, governed by written terms of reference.

Meetings of the Board and ARMC are carried out on a quarterly basis to review the performance of the Group, from a financial and operational perspective while meetings for the Remuneration Committee and Nominating Committee are carried out at least once yearly or whenever deemed necessary. Potential business strategies and business plans are proposed by the EDs to the Board for its review and approval, after taking risk into consideration and responses thereto.

- **Organisation Structure and Accountability**

Clearly defined and structured lines of reporting and responsibility for key business units/departments within the Group are established to ensure operational efficiency, accountability and effectiveness with the Board assuming the oversight roles. Suitably qualified employees are employed so that the appropriate level of authority and responsibilities can be delegated while accountability of performance and controls are assigned accordingly.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (continued)

- **Succession Planning and Human Resource**

The Board is committed to enhancing the skills, knowledge and competency of employees for personal development and corporate excellence. Succession Planning Policy and succession planning process is in place to ensure key roles within the Group are supported by competent second-in-line to minimise the impact of abrupt departure of key personnel.

Job descriptions are established and annual performance appraisals are performed for key positions within the Group in order to ensure employees are equipped with the relevant knowledge and skills required to perform their duties and responsibilities diligently and effectively. Comprehensive guidelines and policies on human resource management are in place to ensure the Group's ability to operate in an effective and efficient manner by employing and retaining adequate competent employees who possess the necessary knowledge, skill and experience (which are enhanced by continuous trainings thereafter) to carry out their duties and responsibilities effectively and efficiently.

- **Policies, Procedures and Authorisation Requirements**

Policies and standard operating procedures for the Group are established to regulate key processes in compliance with International Organisation for Standardisation ("ISO") certifications. Authorisation requirement for key processes is clearly defined in the respective policies and procedures and limit of the authority matrix.

- **Risk Assessment and Control Activities**

Risk assessment is performed by Risk Owners annually or when there is a change in internal and/or business context in accordance with the Group Risk Management Framework. Internal controls, as risk responses, are formulated and put in place to mitigate risks identified to a level acceptable by the Board. Policies and standard operating procedures are regularly reviewed and updated to ensure it is relevant to support the Group's business activities in achieving the Group's business objectives.

- **Integrity and Ethical Value**

The tone from the top on integrity and ethical values are enshrined in the formalised Code of Business Conduct & Ethics updated and approved by the Board on 14 October 2024. This formal code forms the foundation of integrity and ethical values for the Group.

Integrity and ethical values expected from the employees are incorporated in the Employees Handbook whereby ethical behaviours expected from customers, suppliers, employees, society and the environment are stated. The code of conduct expected from employees to carry out their duties and responsibilities assigned are also established and formalised in the Employees Handbook.

To further enhance the ethical value throughout the Group, a formal Anti-Bribery and Anti-Corruption Policy and Conflict of Interest Policy have been put in place by the Management to prevent the risk of bribery and conflict of interest within the Group with a Whistle-Blowing Policy implemented for all stakeholders to raise genuine concerns about possible improprieties in matters of financial reporting, compliance and other malpractices at the earliest opportunity.

The Whistle-Blowing Policy is established to facilitate the reporting of improper conduct and other offences to the designated whistle blowing channel. This policy is available for download from the "Corporate Governance" section under "Investor Relations" of the Company's website for ease of access.

Compliance with the Code of Business Conduct & Ethics and Anti-Bribery and Anti-Corruption Policy is monitored via a control activity monitoring mechanism implemented (including but not limited to, Whistle-Blowing Policy) with non-compliances are timely detected and investigated with appropriate corrective action, including but not limited to disciplinary actions, taken to rectify non-compliance.

During the financial year under review, there was no substantiated incident via the whistle-blowing channel.

## **STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (continued)**

- **Information and Communication**

At the operational level, clear reporting lines are established across the Group and operational reports are prepared for dissemination to relevant personnel for effective communication of critical information throughout the Group and for timely decision making and execution in pursuit of business objectives. Matters that require the Board and the Top Management's attention are highlighted for review, deliberation and decision on a timely basis.

The Group puts in place effective and efficient information and communication infrastructures and communication channels (i.e. computerised system, secured intranet, electronic mail system and modern telecommunication and processing system) so that operational data and external data can be collected and processed into relevant management information and communicated in a timely and secure manner to dedicated personnel within the Group for decision making and for communication with relevant external stakeholders.

Apart from that, relevant financial and management reports are generated for different levels of management and employee for their review and decision making. The management and board meetings are held regularly for effective two-way communication of information at different level of Management and the Board.

Communication of policies and procedures of the Group are conducted via written format, information boards, electronic mail system and in-house trainings by respective risk or control owners.

- **Monitoring and Review**

Monitoring activities are embedded into the policies and procedures established by the Management with incidents of non-compliance and exceptions being noted and escalated to the appropriate level of management. Periodic management meetings are held to discuss and review budgets, financial and operational performance of key divisions/departments of the Group.

Apart from the above, quarterly financial statements which contains key financial results, operational and financial management reports are also presented by Group Accountant to the ARMC for review and reporting of the same to the Board to assess the operational performance, business strategies, future prospect and external business conditions. The ARMC also performed the review of the disclosure of conflicts of interest or potential conflicts of interest made by the directors.

In addition to the internal audits, any significant control issues are highlighted by the external auditors as part of their statutory audit's responsibilities. The monitoring of compliance with ISO certification is carried out by external ISO auditors as well as surveillance audit by independent consultants engaged by the Group. Corrective actions are formulated and implemented for incidents of non-compliance and exceptions reported with its implementation monitored.

### **INTERNAL AUDIT FUNCTION**

The review of the adequacy and effectiveness of the Group's risk management and internal control system is outsourced to an independent professional firm, NeedsBridge Advisory Sdn Bhd, who, through the ARMC, provides the Board with much of the assurance it requires in respect of the adequacy and effectiveness of the Group's system on risk management and internal control. To uphold the professional firm's independence and objectives, the outsourced internal audit function reports directly to the ARMC.

The audit engagement of the outsourced internal audit function is governed by the engagement letter approved by the ARMC during the financial year under review. Key terms of the engagement include purpose and scope of works, accountability, independence, the outsourced internal audit function's responsibilities, the Management's responsibilities, the authority accorded to the outsourced internal audit function, limitation of scope of works, confidentiality, proposed fees and engagement team. The appointment and resignation of the outsourced internal audit function as well as the proposed audit fees are subject to review by the ARMC and for its reporting to the Board for ultimate approval.

## **STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (continued)**

The engagement director of the outsourced internal audit function, Ms. Law Su Peng, is a Chartered Accountant certified by the Malaysian Institute of Accountants and an associate member of the Institute of Internal Auditors Malaysia ("IIAM"). The internal audits are carried out, in all material aspects, in accordance with the global guidance of International Professional Practices Framework ("IPPF"), i.e. Global Internal Audit Standards and Topical Requirements established by the Institute of Internal Auditors. During the financial year under review, the resources allocated to the fieldworks of the internal audit by the outsourced internal audit function were at least one (1) Manager and at least one (1) consultant per one (1) engagement with oversight performed by the director.

To preserve independence and objectivity, the outsourced internal audit function is not permitted to act on behalf of the Management, decide and implement management action plans, perform ongoing internal control monitoring (except for follow up on the progress of action plan implementation), authorise and execute transactions, prepare source documents on transactions, have custody of assets or act in any capacity equivalent to a member of the Management or the employee.

Based on the formal evaluation of the internal audit function and review of the works performed and deliverables (including but not limited to staff strength, qualification, experience, and continuous professional education) by the outsourced internal audit function during the financial year, the ARMC and the Board are satisfied:

- that the outsourced internal audit function is free from any relationships or conflicts of interest which could impair their objectivity and independence;
- with the scope of the outsourced internal audit function;
- that the outsourced internal audit function possesses the relevant experience, knowledge, competency and authority to discharge its functions effectively, possesses sufficient resources and has unrestricted access to employees and information for the internal audit activities; and
- with the internal audit plan, results, processes, and the results of the internal audit and/or investigation undertaken (if any).

The risk-based internal audit plan in respect of the FYE 2026 was drafted by the outsourced internal audit function, after taking into consideration the existing and emerging key business risks identified in the Risk Register and the Senior Management's opinion, and was reviewed and approved by the ARMC prior to execution. Each internal audit cycle within the internal audit plan is specific with regards to audit objective, key risks to be assessed and scopes of the internal control review.

As the Third Line roles per IIA's Three Lines Model, the internal control review procedures performed by the outsourced internal audit function are designed to understand, document and evaluate risks and related controls in order to determine the adequacy and effectiveness of governance, risk structures, control structures and control processes. The outsourced internal audit function provides recommendations formulated based on the root cause(s) of the internal audit observations. The internal audit procedures applied principally consist of process evaluations through interviews with relevant personnel involved in the process under review, review of the standard operating procedures and/or process flows provided and observations of the functioning of processes against the results of interviews, documented standard operating procedures and/or process flows. Thereafter, testing of controls are carried out for the respective audit areas through the review of the samples selected based on sample sizes calculated in accordance with predetermined formulation, subject to the nature of testing and verification of the samples.

During the FYE 2026, based on the internal audit plan reviewed and approved by the ARMC and reported to the Board, the outsourced internal audit function conducted reviews covering human resource management as well as payroll, staff advance and claim management for one (1) of the key subsidiaries of the Group.

Upon the completion of the internal audit fieldwork, the internal audit reports were presented to the ARMC at its scheduled meetings. During the presentation, the internal audit observations, priority level, risk/potential implications, internal audit recommendations, management responses/action plans, person-in-charge and agreed dates for implementation were presented and deliberated with the members of the ARMC. This is to enable the ARMC to form an opinion on the adequacy and/or effectiveness of the governance, risks and controls of the business processes under review.

## **STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (continued)**

Progress follow-up reviews were performed by the outsourced internal audit function on management action plans that had not been fully implemented from the previous internal audit engagements. Such follow-up reviews were conducted by way of verification, including physical observations and/or sample-based verification of evidence provided by the relevant person-in-charge to substantiate the implementation of the management action plan. Together with the internal audit reports, the updates on the status of these action plans were compiled and presented via the Action Plan Progress Report, which was tabled to the ARMC for review and deliberations.

The outsourced internal audit function also presented its staff strength, qualifications, experience, continuous professional education programmes and its independence for the ARMC's review during its scheduled meetings.

The costs incurred in maintaining the outsourced internal audit function for FYE 2026 amounted to RM44,000.

### **ASSURANCE PROVIDED BY THE MD AND CHIEF FINANCIAL OFFICER ("CFO")**

In line with the Guidelines, the MD, being highest ranking executive in the Group and the CFO, being the person primarily responsible for the management of the financial affairs of the Group have provided assurances to the Board that the Group's risk management and internal control systems have operated adequately and effectively, in all material aspects, to meet the Group's objectives during the financial year under review and up to the date of approval of this Statement. The Board, based on its review of the risk management results and process, results of the internal audit activities, monitoring and review mechanism stipulated above during the financial year, opined that the assurance provided by the MD and the CFO is justified.

### **ASSURANCE PROVIDED BY EXTERNAL AUDITORS**

Pursuant to Rule 15.23 of the ACE LR of Bursa Securities, the External Auditors have reviewed this Statement on Risk Management and Internal Control. Their review was performed in accordance with the Audit and Assurance Practice Guide ("AAPG") 3: Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report, issued by the Malaysian Institute of Accountants.

Based on their review, nothing has come to the External Auditors' attention that causes them to believe that this Statement has not been prepared, in all material aspects, in accordance with the disclosures required by Section 7 of the SORMIC Guide 2025 to be set out, nor is the Statement factually inaccurate.

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

### **CONCLUSION**

Based on the review of the risk management processes for the financial year under review, the results of the internal audit activities, monitoring and review mechanism described above, and the written assurance provided by the MD and the CFO, the Board is of the opinion that the overall risk management and internal control systems are operating adequately and effectively in all material aspects and have not resulted in any material losses, contingencies or uncertainties that are detrimental to the stakeholders and assets of the Group. The Board continues to take pertinent measures to sustain and, where required, to improve the Group's risk management and internal control system in meeting the Group's strategic objectives.

The Board is committed to maintaining an effective risk management and internal control systems throughout the Group and where necessary, put in place appropriate systems or framework to further enhance the Group's risk management and internal control system. Notwithstanding this, the Board will continue to evaluate and manage the significant business risks faced by the Group in order to meet its business objectives in the current and challenging business environment.

This Statement on Risk Management and Internal Control was approved by the Board of Directors on 9 June 2026.

## ADDITIONAL COMPLIANCE INFORMATION

### 1. UTILISATION OF PROCEEDS RAISED FROM THE LISTING EXERCISE

The Company was listed on the ACE Market of Bursa Malaysia Securities Berhad (“Bursa Securities”) on 2 July 2024 (“Listing”). In conjunction with the Listing, the Company undertook a public issue of 124,902,000 new ordinary shares at an issue price of RM0.24 per share, raising gross proceeds of RM29,976,480 (“IPO Proceeds”).

The status of the utilisation of the IPO Proceeds as at 28 February 2026 is as follows:

Utilisation of proceeds	Proposed utilisation <sup>(1)</sup> RM'000	Revised proposed utilisation <sup>(1)(2)</sup> RM'000	Percentage of utilisation %	Actual utilisation RM'000	Balance to be utilised RM'000	Initial timeframe for utilisation <sup>(3)</sup>	Revised timeframe for utilisation <sup>(3)</sup>
Purchase of machinery and equipment	15,750	11,619	38.8	11,619	-	Within 24 months	-
General working capital	10,893	15,024	50.1	10,893	4,131	Within 12 months	Within 24 months
Estimated listing expenses	3,333	3,333	11.1	3,333	-	Within 1 month	-
	<b>29,976</b>	<b>29,976</b>	<b>100.0</b>	<b>25,845</b>	<b>4,131</b>		

Notes:

- (1) The utilisation of proceeds disclosed above should be read in conjunction with the Prospectus of the Company dated 28 May 2024 and Announcement made on 23 April 2026.
- (2) On 23 April 2026, the Board of the Company has approved to vary the utilisation of IPO Proceeds earmarked for the purchase of machinery and equipment amounting to RM4.131 million or 13.8% of the total IPO Proceeds to finance the Group’s general working capital requirements and extend the timeframe for the utilisation of working capital up to 24 months from the listing date.
- (3) From the date of listing of the Company on 2 July 2024.

### 2. AUDIT AND NON-AUDIT FEES

The amount of audit fees and non-audit fees paid or payable by UUE Holdings Berhad (“the Company” or “UUE”) and its subsidiaries (“the Group”) to the Group’s external auditors and a firm affiliated to the external auditors’ firm during financial year ended 2026 (“FYE 2026”) are as follows:

Fees	Fees	
	Company RM	Group RM
Audit fees	40,000	214,984
Non-audit fees	5,000	5,000
<b>TOTAL</b>	<b>45,000</b>	<b>219,984</b>

## ADDITIONAL COMPLIANCE INFORMATION (continued)

### 3. MATERIAL CONTRACT INVOLVING THE INTEREST OF THE DIRECTORS, CHIEF EXECUTIVE AND MAJOR SHAREHOLDERS

Save as disclosed in the audited financial statements for the FYE 2026, there were no material contracts (not being contracts entered into in the ordinary course of business) either subsisting as at the financial year end or entered into since the end of the previous financial period by the Company and its subsidiaries involving the interest of the directors, chief executive and major shareholders.

### 4. EMPLOYEE SHARE SCHEME

The Company established the Employees Share Option Scheme (“ESOS”) on 8 October 2025. The ESOS is governed by the By-Laws which was approved by the shareholders on 8 October 2025 and is administered by the ESOS Committee, which was set up by the Board of Directors of the Company, in accordance with the By-Laws.

The ESOS Committee may from time to time at its absolute discretion select and identify a suitable Eligible Person to be offered the ESOS Options. Subject to the terms and conditions of the By-Laws governing the ESOS, the options shall be exercisable from 24 October 2025 to 7 October 2030 subject to the vesting conditions as determined by the ESOS Committee. The detail in relation to ESOS were illustrated in the table below:

	<b>As at 28 February 2026</b>
Total number of options granted	59,921,600
Adjustment for bonus issue of shares	29,960,800
Adjusted number of options granted after bonus issue of shares	89,882,400
Total number of options exercised	(0)
Total number of options terminated*	(999,900)
Total number of options outstanding	<b>88,882,500</b>

\* Due to resignation.

## ADDITIONAL COMPLIANCE INFORMATION (continued)

### 4. EMPLOYEE SHARE SCHEME (continued)

#### Total number of options granted, exercised, forfeited and unexercised by category

Category of Participants	During financial year ended 28 February 2026										Aggregate options outstanding at the end of FYE 2026		
	Options granted on 24 October 2025 at RM0.54 per option					Option exercised						Options forfeited	
	No. of Participants	No. of options	%	No. of Participants	No. of options	%	No. of Participants	No. of options	%	No. of Participants		No. of options	%
Directors	6	58,849,800	65.5	-	-	-	-	-	-	-	-	58,849,800	
Senior Management	25	11,643,000	13.0	-	-	-	(1)	(540,000)	54.0			11,103,000	
Remaining Employees	166	19,389,600	21.5	-	-	-	(7)	(459,900)	46.0			18,929,700	
	<b>197</b>	<b>89,882,400</b>	<b>100.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(8)</b>	<b>(999,900)</b>	<b>100.0</b>			<b>88,882,500</b>	

#### ESOS Options granted to the Directors and Senior Management since commencement of ESOS

Directors ^ and Senior Management	Since commencement up to 28 February 2026
Aggregate maximum allocation	80.0%
Actual granted	78.5%

^ The Company has not allocated employees' share option to non-executive directors of the Group since establishment of ESOS on 8 October 2025.

## ADDITIONAL COMPLIANCE INFORMATION (continued)

### 5. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

There were no recurrent related party transactions entered by the Group during the FYE 2026.

### 6. STATEMENT OF DIRECTORS' RESPONSIBILITY IN RELATION TO THE FINANCIAL STATEMENTS

The Directors are required under Rule 15.26(a) of the ACE Market Listing Requirements of Bursa Securities to issue a statement on its responsibility in the preparation of the annual audited financial statements.

The Directors are responsible for the preparation of the Annual Audited Financial Statements which give a true and fair view of the state of affairs of the Group and will ensure that they are presented in accordance with the provisions of the Companies Act, 2016 and the applicable approved accounting standards in Malaysia.

In the preparation of the Financial Statements for FYE 2026, the Directors are satisfied that the Group had used appropriate accounting policies that were consistently applied and supported by reasonable and prudent judgement and estimates.

### 7. LIST OF PROPERTIES HELD BY THE GROUP AS AT 28 FEBRUARY 2026

Registered Owner	Location	Approximate Land/Built-up Area	Description/ Existing Use	Tenure	Date of Acquisition	Net book value as at 28.2.2026 (RM)	Age of building (years)
Kum Fatt Engineering Sdn Bhd	PTD 204684 Jalan Sungai Tiram, Ulu Tiram, 81800 Ulu Tiram, Johor [GM 4360 Lot 198370 (formerly known as PTD 204684 HSM 4266), Mukim Plentong, District of Johor Bahru, State of Johor]	6,850.4 sq m / 1,441.3 sq m	Single storey open-sided factory building, guard house and bin centre / Tenanted to PPI and used as a factory	Freehold	29 October 2012	2,980,260	11 years
Premier Plastic Industry Sdn Bhd	PTD 7274, Jalan Haji Saat, Off Jalan Sungai Tiram, 81800 Ulu Tiram, Johor. [HS(M) 1395 PTD 7274, Mukim of Kota Tinggi, District of Kota Tinggi, State of Johor]	21,094.0 sq m / Building under construction	Single storey detached factory with a double storey office building and a single storey workers' dormitory (Building under construction)	Freehold	6 March 2025	21,832,367	Not applicable
Kum Fatt Engineering Sdn Bhd	PTD 64597, Jalan Sungai Tiram, 81800 Ulu Tiram, Johor. [GM 4400 Lot 80547, Mukim of Plentong, District of Johor Bahru, State of Johor]	5,720.0 sq m / Not applicable	Vacant land / Warehouse	Freehold	27 October 2025	4,149,999	Not applicable

## DIRECTORS' REPORT

The Directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 28 February 2026.

### PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. The principal activities of the subsidiaries are provision of underground utilities engineering services and solutions as well as manufacturing and trading in plastic pipe. Further details of the subsidiaries are set out in Note 9 to the financial statements.

There have been no significant changes in the nature of the activities of the Company and its subsidiaries during the financial year.

### RESULTS

	<b>Group RM</b>	<b>Company RM</b>
Profit/(Loss) for the financial year	9,468,483	(10,576,113)
Profit/(Loss) attributable to:		
- Owners of the parent	9,896,461	(10,576,113)
- Non-controlling interests	(427,978)	-
	<b>9,468,483</b>	<b>(10,576,113)</b>

### DIVIDEND

No dividend has been paid, declared or proposed by the Company since the end of the previous financial year. The Directors do not recommend the payment of any dividend in respect of the current financial year ended 28 February 2026.

### RESERVES AND PROVISIONS

Material transfers to or from reserves or provisions during the financial year include the following:

	<b>Group RM</b>	<b>Company RM</b>
Share options granted under ESOS	12,507,596	12,507,596

### ISSUE OF SHARES AND DEBENTURES

During the financial year, the issued and fully paid-up ordinary share capital of the Company was increased from 608,292,000 ordinary shares to 912,438,000 ordinary shares by way of bonus issue of 304,146,000 new ordinary shares on the basis of one (1) new ordinary shares for every two (2) existing ordinary shares held.

The new ordinary shares issued rank pari passu in all respects with the existing ordinary shares of the Company. There was no other issuance of shares during the financial year.

The Company did not issue any debentures during the financial year.

## DIRECTORS' REPORT (continued)

### EMPLOYEES' SHARE OPTION SCHEME

The employees' share option scheme ("ESOS") was approved by the shareholders at the Extraordinary General Meeting held on 8 October 2025 and came into effect on 8 October 2025. The ESOS shall be exercisable for a period of five (5) years until 7 October 2030 ("the option period").

The main features of the ESOS are as follows:

- The ESOS is made available to eligible employees and eligible directors (including non-executive Director but shall not include alternate and/or substitute Director) ("**Eligible Person(s)**") who are confirmed employees of the Company and its subsidiaries;
- The total number of shares offered under the ESOS shall not in aggregate exceed 10% of the total number of issued ordinary shares of the Company (excluding treasury shares, if any) at any time during the duration of the ESOS;
- The exercise price under the ESOS shall be determined based on five (5) market days volume weighted average market price ("**5D-VWAMP**") of the shares as quoted on the ACE Market of Bursa Malaysia Securities Berhad immediately preceding the date of offer with a discount of not more than ten per centum (10%) of the said 5D-VWAMP, subject to any adjustments arising from any alteration in the capital structure of the Company during the exercise period and Listing Requirements or as may be amended, varied or supplemented from time to time;
- The aggregate number of ESOS Options that may be offered and allotted under the Scheme to any Eligible Persons shall be determined by the ESOS Committee at its sole and absolute discretion, after taking into consideration, amongst other factors, the Eligible Person's position, job performance, job grade, seniority, length of service towards the Group's business, operations and success, and/or such other factors deemed relevant by the ESOS Committee; and
- Options granted are not entitled to dividends or voting rights. Upon exercise of the options, the ordinary shares issued shall rank pari passu in all respects with the existing ordinary shares of the Company.

The number of unissued ordinary shares under the ESOS are as follows:

Date of offer	[-----Number of options over ordinary shares of-----]					Outstanding as at 28.2.2026 <sup>^</sup>	Exercisable as at 28.2.2026
	Balance as at 1.3.2025	Movement during the financial year					
		Granted	Exercised	Forfeited*			
<b>9 October 2025</b>							
- first tranche	-	70,817,790	-	(399,960)	70,417,830	70,417,830	
- second tranche	-	6,354,870	-	(199,980)	6,154,890	-	
- third tranche	-	6,354,870	-	(199,980)	6,154,890	-	
- fourth tranche	-	6,354,870	-	(199,980)	6,154,890	-	
	-	89,882,400	-	(999,900)	88,882,500	70,417,830	
Exercise price	0.54						

\* Due to resignation.

<sup>^</sup> Exercisable by the grantee upon achieving the vesting conditions set by the ESOS Committee and are subject to the allotment of shares.

## **DIRECTORS' REPORT (continued)**

### **WARRANTS 2025/2030**

On 3 November 2025, the Company issued 121,658,400 free warrants on the basis of one (1) warrant for every five (5) existing ordinary shares.

The warrants were constituted under the Deed Poll dated 13 October 2025. No warrants are exercised during the financial year and the total number of warrants that remain unexercised is 121,658,400. The warrants 2025/2030 will expire on 2 November 2030.

The salient features of the warrants are as follows:

- (i) Each warrants entitles the registered holder at any time during the exercise period to subscribe for one new ordinary shares in the Company at an exercise price of RM0.59.
- (ii) The warrants shall be exercisable at any time within the period commencing from and inclusive the date of issue of the warrants and ending on the date immediately preceding the fifth (5th) anniversary of the date of issue, or if such day is not a Market day, then it shall be the Market Day immediately preceding the said non-Market Day.
- (iii) All new ordinary shares to be issued arising from the exercise of the warrants, shall upon allotment and issue, rank equal in all respects with the existing ordinary shares, save and except that such new ordinary shares shall not be entitled to any dividends, rights, allotments and/or other distributions, at the entitlement date of which is prior to the date of the allotment of these new ordinary shares.

### **DIRECTORS**

The Directors who have held office during the financial year and up to the date of this report are as follows:

#### **UUE Holdings Berhad**

Datuk Dr. Ting Kok Hwa\*  
Hin Wai Mun\*  
Chong Tuoo Choi\*  
Vincent Wong Soon Choy  
Lee Chye Tee  
Ng Lee Thin (f)  
Latha A/P Dhamodaran Pillay (f)  
Goh Lei Lei (f)

\* These Directors of the Company are also the Directors of certain subsidiaries of the Company.

#### **Subsidiaries of UUE Holdings Berhad (excluding those Directors listed above)**

Dato' Tan Sui Hou	
Datuk Ting Meng Pheng (f)	
Ting Jing Lin	(Appointed on 2 May 2025)
Daryl Lai Yit Sheng	(Appointed on 4 June 2025)
Hairul Zul Husny Bin Mat Zin	(Appointed on 3 April 2026)

## DIRECTORS' REPORT (continued)

### DIRECTORS' INTERESTS

The Directors holding office at the end of the financial year and their beneficial interests in ordinary shares in the Company during the financial year ended 28 February 2026 as recorded in the Register of Directors' Shareholdings kept by the Company under Section 59 of the Companies Act 2016 in Malaysia were as follows:

Shares in the Company	[----- Number of ordinary shares -----]				Balance as at 28.2.2026
	Balance as at 1.3.2025	Bonus issue	Bought	Sold	
<u>Direct interests:</u>					
Datuk Dr. Ting Kok Hwa	285,081,000	136,640,505	413,500	(11,800,000)	410,335,005
Hin Wai Mun	46,042,000	22,070,999	-	(1,900,000)	66,212,999
Chong Tuoo Choi	38,619,000	18,509,500	-	(1,600,000)	55,528,500
Vincent Wong Soon Choy	6,000,000	3,000,000	-	-	9,000,000
Ng Lee Thin (f)	250,000	125,000	-	-	375,000
Goh Lei Lei (f)	250,000	125,000	-	-	375,000

Share options in the Company	[----- Number of options over ordinary shares -----]			Balance as at 28.2.2026
	Balance as at 1.3.2025	Granted	Exercised	
<u>Direct interests:</u>				
Datuk Dr. Ting Kok Hwa	-	9,000,000	-	9,000,000
Hin Wai Mun	-	19,999,950	-	19,999,950
Chong Tuoo Choi	-	19,999,950	-	19,999,950
Vincent Wong Soon Choy	-	9,000,000	-	9,000,000

Warrants in the Company	[----- Number of warrants -----]			Balance as at 28.2.2026
	Balance as at 1.3.2025	Allotted	Exercised	
<u>Direct interests:</u>				
Datuk Dr. Ting Kok Hwa	-	54,656,205	-	54,656,205
Hin Wai Mun	-	8,828,399	-	8,828,399
Chong Tuoo Choi	-	7,403,799	-	7,403,799
Vincent Wong Soon Choy	-	1,200,000	-	1,200,000
Ng Lee Thin (f)	-	50,000	-	50,000
Goh Lei Lei (f)	-	50,000	-	50,000

By virtue of Datuk Dr. Ting Kok Hwa's interest in the ordinary shares of the Company, he is deemed to be interested in the ordinary shares of all the subsidiaries to the extent that the Company has an interest.

None of the other Directors in office at the end of the financial year held any interest in ordinary shares and options over ordinary shares of the Company and its related corporations during the financial year.

## DIRECTORS' REPORT (continued)

### DIRECTORS' BENEFITS

Since the end of the previous financial year, none of the Directors have received or become entitled to receive any benefit (other than those benefits included in the aggregate amount of remuneration received and receivable by the Directors as shown in the financial statements) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Directors is a member, or with a company in which the Director has a substantial financial interest.

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

### DIRECTORS' REMUNERATION

Directors' remuneration of the Group and of the Company for the financial year ended 28 February 2026 were as follows:

	<b>Group RM</b>	<b>Company RM</b>
Salaries and other emoluments	3,520,564	393,664
Directors' fee	306,000	306,000
Estimated monetary value of benefits-in-kind	256,112	23,950
	4,082,676	723,614

### INDEMNITY AND INSURANCE FOR DIRECTORS, OFFICERS AND AUDITORS

There were no indemnity given to or insurance effected for the Directors or officers and the auditors of the Group and of the Company during the financial year.

### OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY

#### (I) AS AT THE END OF THE FINANCIAL YEAR

- (a) Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:
  - (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and had satisfied themselves that there are no known bad debts had been written off and that adequate provision had been made for doubtful debts; and
  - (ii) to ensure that any current assets other than debts, which were unlikely to realise their book values in the ordinary course of business had been written down to their estimated realisable values.
- (b) In the opinion of the Directors, the results of the operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature.

## DIRECTORS' REPORT (continued)

### OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY (continued)

#### (II) FROM THE END OF THE FINANCIAL YEAR TO THE DATE OF THIS REPORT

- (c) The Directors are not aware of any circumstances:
  - (i) which would necessitate the writing off of bad debts or render the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any material extent;
  - (ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; and
  - (iii) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (d) In the opinion of the Directors:
  - (i) there has not arisen any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made; and
  - (ii) no contingent or other liability has become enforceable, or is likely to become enforceable, within the period of twelve (12) months after the end of the financial year which would or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due.

#### (III) AS AT THE DATE OF THIS REPORT

- (e) There are no charges on the assets of the Group and of the Company which have arisen since the end of the financial year to secure the liabilities of any other person.
- (f) There are no contingent liabilities of the Group and of the Company which have arisen since the end of the financial year.
- (g) The Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statements of the Group and of the Company misleading.

## DIRECTORS' REPORT (continued)

### AUDITORS

The auditors, BDO PLT (201906000013 (LLP0018825-LCA) & AF 0206), have expressed their willingness to continue in office.

Auditors' remuneration of the Group and of the Company for the financial year ended 28 February 2026 were as follows:

	<b>Group RM</b>	<b>Company RM</b>
Statutory audit	214,984	40,000
Non-statutory audit	5,000	5,000
	<hr/>	<hr/>
	219,984	45,000

Signed on behalf of the Board in accordance with a resolution of the Directors.

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**Datuk Dr. Ting Kok Hwa**  
Director

Johor Bahru  
9 June 2026

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**Hin Wai Mun**  
Director

## STATEMENT BY DIRECTORS

In the opinion of the Directors, the financial statements set out on page 116 to 167 have been drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards, and the provisions of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 28 February 2026 and of the financial performance and cash flows of the Group and of the Company for the financial year then ended.

On behalf of the Board,

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**Datuk Dr. Ting Kok Hwa**  
Director

Johor Bahru  
9 June 2026

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**Hin Wai Mun**  
Director

## STATUTORY DECLARATION

I, Vincent Wong Soon Choy (CA 15468), being the Director primarily responsible for the financial management of UUE Holdings Berhad, do solemnly and sincerely declare that the financial statements set out on pages 116 to 167 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly )  
declared by the abovenamed at )  
Johor Bahru, Johor this )  
9 June 2026 )

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**Vincent Wong Soon Choy**

Before me:

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF UUE HOLDINGS BERHAD (Incorporated in Malaysia)

## Report on the Audit of the Financial Statements

### Opinion

We have audited the financial statements of UUE Holdings Berhad, which comprise the statements of financial position as at 28 February 2026 of the Group and of the Company, and the statements of profit or loss and comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended and notes to the financial statements, including material accounting policy information, as set out on pages 116 to 167.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 28 February 2026, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards ('MFRSs'), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

### Basis for Opinion

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

#### *Independence and Other Ethical Responsibilities*

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

### Key Audit Matters

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

#### Key Audit Matters of the Group

1. *Revenue recognition for construction contracts*

Revenue from construction contracts of the Group with over time recognition for the financial year ended 28 February 2026 amounted to RM161,613,563 as disclosed in Note 20 to the financial statements.

We determined this to be a key audit matter because it requires management to exercise significant judgement in determining the satisfaction of performance obligations as stated in the contracts with customers, and the Group also estimates total contract costs in applying the input method to recognise revenue over time.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF UUE HOLDINGS BERHAD (continued) (Incorporated in Malaysia)

## Key Audit Matters (continued)

### Key Audit Matters of the Group (continued)

#### 1. *Revenue recognition for construction contracts (continued)*

##### **Audit response**

Our audit procedures included the following:

- a. Reviewed documentation to support the estimated total contract sum in relation to identify distinct and material performance obligation for over time revenue recognition;
- b. Reviewed documentation certified by customers for contract work performed by the Group;
- c. Assessed actual costs incurred by examining evidences such as claims and suppliers invoices; and
- d. Recomputed the results of the input method determined by management for revenue recognition.

#### 2. *Recoverability of trade receivables and contract assets*

As at 28 February 2026, net trade receivables and contract assets of the Group amounted to RM50,213,350 and RM90,616,538 respectively. The details of trade receivables and contract assets and their credit risks have been disclosed in Note 12 and Note 11 to the financial statements.

We determined this to be a key audit matter because it require management to exercise significant judgements in determining the probability of default by trade receivables and contract assets and appropriate forward-looking information.

##### **Audit response**

Our audit procedures included the following:

- a. Recomputed the probability of default using historical data and forward-looking information adjustment applied by the Group;
- b. Recomputed the correlation coefficient between forward-looking information of the Group; and
- c. Inquiries of management to assess the rationale underlying the relationship between the forward-looking information and expected credit losses.

### Key Audit Matters of the Company

We have determined that there is no key audit matter to communicate in our auditors' report in respect of the audit of the financial statements of the Company.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF UUE HOLDINGS BERHAD (continued)

(Incorporated in Malaysia)

## Information Other than the Financial Statements and Auditors' Report Thereon

The Directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Responsibilities of the Directors for the Financial Statements

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

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

## Auditors' Responsibilities for the Audit of the Financial Statements

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

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

- (a) Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the Group and of the Company.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF UUE HOLDINGS BERHAD (continued) (Incorporated in Malaysia)

### Auditors' Responsibilities for the Audit of the Financial Statements (continued)

- (d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- (f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

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

### Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiary of which we have not acted as auditors, are disclosed in Note 9 to the financial statements.

### Other Matters

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

**BDO PLT**  
201906000013 (LLP0018825-LCA) & AF 0206  
Chartered Accountants

**Sia Yeak Hong**  
03413/02/2027 J  
Chartered Accountant

Johor Bahru  
9 June 2026

# STATEMENTS OF FINANCIAL POSITION

AS AT 28 FEBRUARY 2026

	Note	Group		Company	
		2026 RM	2025 RM	2026 RM	2025 RM
<b>ASSETS</b>					
<b>Non-current assets</b>					
Property, plant and equipment	7	52,756,320	23,056,962	3,147	-
Right-of-use assets	8	10,364,019	10,202,041	-	-
Investments in subsidiaries	9	-	-	51,785,672	48,338,990
		63,120,339	33,259,003	51,788,819	48,338,990
<b>Current assets</b>					
Inventories	10	3,852,104	8,164,684	-	-
Contract assets	11	90,616,538	64,599,308	-	-
Trade and other receivables	12	56,865,389	48,662,142	24,636,926	22,973,516
Current tax assets		73,716	4,961	1,190	4,961
Cash and bank balances	13	15,593,606	25,070,998	194,236	3,844,931
		167,001,353	146,502,093	24,832,352	26,823,408
<b>TOTAL ASSETS</b>		<b>230,121,692</b>	<b>179,761,096</b>	<b>76,621,171</b>	<b>75,162,398</b>
<b>EQUITY AND LIABILITIES</b>					
<b>Equity attributable to owners of the parent</b>					
Share capital	14	77,230,044	77,230,044	77,230,044	77,230,044
Reserves	15	56,245,255	35,867,573	(900,474)	(2,831,957)
Shareholders' equity		133,475,299	113,097,617	76,329,570	74,398,087
Non-Controlling interest		(27,978)	-	-	-
<b>TOTAL EQUITY</b>		<b>133,447,321</b>	<b>113,097,617</b>	<b>76,329,570</b>	<b>74,398,087</b>
<b>LIABILITIES</b>					
<b>Non-current liabilities</b>					
Deferred tax liabilities	16	2,055,379	1,906,496	-	-
Deferred income	17	193,815	217,373	-	-
Lease liabilities	8	4,689,382	4,712,730	-	-
Borrowings	18	12,881,945	2,136,686	-	-
		19,820,521	8,973,285	-	-
<b>Current liabilities</b>					
Trade and other payables	19	29,888,544	20,836,845	291,601	764,311
Deferred income	17	23,558	23,559	-	-
Contract liabilities	11	7,497,029	1,289,337	-	-
Lease liabilities	8	3,016,344	2,983,440	-	-
Borrowings	18	33,192,773	28,744,032	-	-
Current tax liabilities		3,235,602	3,812,981	-	-
		76,853,850	57,690,194	291,601	764,311
<b>TOTAL LIABILITIES</b>		<b>96,674,371</b>	<b>66,663,479</b>	<b>291,601</b>	<b>764,311</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>230,121,692</b>	<b>179,761,096</b>	<b>76,621,171</b>	<b>75,162,398</b>

The accompanying notes form an integral part of the financial statements.

# STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2026

	Note	Group		Company	
		2026 RM	2025 RM	2026 RM	2025 RM
Revenue	20	209,021,851	170,024,142	1,342,704	915,760
Cost of sales		(156,756,155)	(123,054,950)	-	-
Gross profit		52,265,696	46,969,192	1,342,704	915,760
Other operating income		1,278,556	951,278	29,499	222,776
Net reversal on impairment of receivables and contract assets	22	47,121	904,413	-	-
Administrative expenses		(32,382,115)	(15,386,670)	(11,879,217)	(2,054,671)
Selling and distribution expenses		(924,508)	(927,421)	-	-
Other operating expenses		(575,258)	(374,251)	-	-
Finance costs	21	(2,334,613)	(1,942,303)	-	-
Profit/(Loss) before tax	22	17,374,879	30,194,238	(10,507,014)	(916,135)
Tax expense	23	(7,906,396)	(7,222,303)	(69,099)	(55,039)
Profit/(Loss) for the financial year		9,468,483	22,971,935	(10,576,113)	(971,174)
<b>Other comprehensive income, net of tax</b>					
<b>Item that may be reclassified subsequently to profit or loss</b>					
Foreign exchange translation	23(d)	(2,026,375)	(1,644,310)	-	-
<b>Total comprehensive income/(loss)</b>		7,442,108	21,327,625	(10,576,113)	(971,174)
<b>Profit/(Loss) attributable to:</b>					
- Owners of the parent		9,896,461	22,971,935	(10,576,113)	(971,174)
- Non-controlling interests		(427,978)	-	-	-
		9,468,483	22,971,935	(10,576,113)	(971,174)

## STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (continued)

FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2026

	Note	Group		Company	
		2026 RM	2025 RM	2026 RM	2025 RM
<b>Total comprehensive income/(loss) attributable to:</b>					
- Owners of the parent		7,870,086	21,327,625	(10,576,113)	(971,174)
- Non-controlling interests		(427,978)	-	-	-
		<hr/>	<hr/>	<hr/>	<hr/>
		7,442,108	21,327,625	(10,576,113)	(971,174)
		<hr/>	<hr/>	<hr/>	<hr/>
Earnings per share attributable to owners of the parent (sen)					
Basic and diluted	24	1.08	2.52	-	-
		<hr/>	<hr/>	<hr/>	<hr/>

The accompanying notes form an integral part of the financial statements.

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2026

Group	Note	Share capital RM	Invested equity RM	Merger reserve RM	Foreign exchange translation reserve RM	Retained earnings RM	Total equity RM
Balance as at 1 March 2024	10	3,908,035	-	2,499,010	56,471,893	62,878,948	
Profit for the financial year	-	-	-	-	22,971,935	22,971,935	
Other comprehensive loss, net of tax	-	-	-	(1,644,310)	-	(1,644,310)	
Total comprehensive (loss)/income	-	-	-	(1,644,310)	22,971,935	21,327,625	
<b>Transactions with owners</b>							
Acquisition of subsidiaries in business combinations under common control	14	48,338,990	(3,908,035)	(44,430,955)	-	-	
Issuance of ordinary shares pursuant to Initial Public Offering ("IPO")	14	29,976,480	-	-	-	29,976,480	
Share issuance expenses	14	(1,085,436)	-	-	-	(1,085,436)	
Balance as at 28 February 2025		77,230,034	(3,908,035)	(44,430,955)	854,700	79,443,828	
Balance as at 28 February 2026		77,230,044	-	(44,430,955)	854,700	79,443,828	
Balance as at 28 February 2025		77,230,044	-	(44,430,955)	854,700	79,443,828	
Balance as at 28 February 2026		77,230,044	-	(44,430,955)	854,700	79,443,828	
Balance as at 28 February 2025		77,230,044	-	(44,430,955)	854,700	79,443,828	
Balance as at 28 February 2026		77,230,044	-	(44,430,955)	854,700	79,443,828	

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (continued)

FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2026

Group	Note	Share capital RM	Merger reserve RM	Foreign exchange translation reserve RM	Share option reserve RM	Retained earnings RM	Total attributable to owners of the parent RM	Non- controlling interests RM	Total equity RM
Balance as at 1 March 2025		77,230,044	(44,430,955)	854,700	-	79,443,828	113,097,617	-	113,097,617
Profit for the financial year		-	-	-	-	9,896,461	9,896,461	(427,978)	9,468,483
Other comprehensive loss, net of tax		-	-	(2,026,375)	-	-	(2,026,375)	-	(2,026,375)
Total comprehensive (loss)/income		-	-	(2,026,375)	-	9,896,461	7,870,086	(427,978)	7,442,108
<b>Transactions with owners</b>									
Share options granted under ESOS	15	-	-	-	12,507,596	-	12,507,596	-	12,507,596
Issuance of shares to non-controlling interests		-	-	-	-	-	-	400,000	400,000
Balance as at 28 February 2026		77,230,044	(44,430,955)	(1,171,675)	12,507,596	89,340,289	133,475,299	(27,978)	133,447,321

# STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2026

<b>Company</b>	<b>Note</b>	<b>Share capital RM</b>	<b>Accumulated losses RM</b>	<b>Share option reserve RM</b>	<b>Total equity RM</b>
Balance as at 1 March 2024		10	(1,860,783)	-	(1,860,773)
Loss for the financial year		-	(971,174)	-	(971,174)
Other comprehensive income, net of tax		-	-	-	-
Total comprehensive loss		-	(971,174)	-	(971,174)
<b>Transaction with owners</b>					
Acquisition of subsidiaries in business combinations under common control	14	48,338,990	-	-	48,338,990
Issuance of ordinary shares pursuant to IPO	14	29,976,480	-	-	29,976,480
Share issuance expenses	14	(1,085,436)	-	-	(1,085,436)
		77,230,034	-	-	77,230,034
Balance as at 28 February 2025/ 1 March 2025		77,230,044	(2,831,957)	-	74,398,087
Loss for the financial year		-	(10,576,113)	-	(10,576,113)
Other comprehensive income, net of tax		-	-	-	-
Total comprehensive loss		-	(10,576,113)	-	(10,576,113)
<b>Transactions with owners</b>					
Share options granted under ESOS	15	-	-	12,507,596	12,507,596
Balance as at 28 February 2026		77,230,044	(13,408,070)	12,507,596	76,329,570

# STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2026

	Note	Group		Company	
		2026 RM	2025 RM	2026 RM	2025 RM
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
Profit/(Loss) before tax		17,374,879	30,194,238	(10,507,014)	(916,135)
Adjustments for:					
Amortisation of deferred income	17	(23,559)	(19,827)	-	-
Depreciation of:					
- property, plant and equipment	7	2,481,976	1,648,624	53	-
- right-of-use assets	8	2,554,912	2,699,038	-	-
Net reversal on impairment of receivables and contract assets	22	(47,121)	(904,413)	-	-
Interest expenses	21	2,334,613	1,942,303	-	-
Interest income	22	(248,786)	(320,746)	(29,494)	(153,183)
(Gain)/Loss on disposal of:					
- property, plant and equipment	22	(288,407)	(614)	-	-
- right-of-use assets	22	12,961	560	-	-
Property, plant and equipment written off	7	148,539	86,674	-	-
Right-of-use assets written off	8	106,353	-	-	-
Share options grant expenses	25	12,507,596	-	9,960,914	-
Net unrealised loss/(gain) on foreign exchange	22	49,723	(175,715)	-	-
Operating profit/(loss) before changes in working capital		36,963,679	35,150,122	(575,541)	(1,069,318)
Changes in working capital:					
Contract assets/contract liabilities		(19,893,135)	(23,579,274)	-	-
Inventories		4,293,644	(4,625,959)	-	-
Trade and other receivables		(9,385,964)	(16,591,135)	(42,643)	(63,558)
Trade and other payables		1,959,857	2,894,639	(140,640)	396,799
Cash generated from/(used in) operations		13,938,081	(6,751,607)	(758,824)	(736,077)
Tax paid		(8,348,155)	(6,381,679)	(65,328)	(60,000)
Net cash from/(used in) operating activities		5,589,926	(13,133,286)	(824,152)	(796,077)

## STATEMENTS OF CASH FLOWS (continued)

FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2026

	Note	Group		Company	
		2026 RM	2025 RM	2026 RM	2025 RM
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Cash payment on:					
- property, plant and equipment	7(a)	(11,991,975)	(11,546,604)	(3,200)	-
- right-of-use assets	8(d)	(343,688)	(96,808)	-	-
Placement of pledged deposits with licensed banks		(1,091,670)	(200,919)	-	-
Proceeds from disposal of:					
- property, plant and equipment		425,166	2,000	-	-
- right-of-use assets		13,195	28,000	-	-
Advances to subsidiaries		-	-	(1,952,837)	(24,403,229)
Net cash outflow on acquisition of a subsidiary	9(c)	-	(272,627)	-	-
Investment in a subsidiary		-	-	(900,000)	-
Interest received		248,786	320,746	29,494	153,183
Net cash used in investing activities		(12,740,186)	(11,766,212)	(2,826,543)	(24,250,046)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
Interest paid for borrowings		(1,928,512)	(1,449,021)	-	-
Net drawdown of borrowings		2,361,200	8,546,561	-	-
Net proceeds from issuance of ordinary shares		-	28,891,044	-	28,891,044
Proceeds from issuance of shares to non-controlling interests		400,000	-	-	-
Drawdown of lease liabilities		-	719,199	-	-
Payment of lease liabilities		(3,909,960)	(4,145,639)	-	-
Net cash (used in)/from financing activities		(3,077,272)	32,562,144	-	28,891,044
Net (decrease)/increase in cash and cash equivalents		(10,227,532)	7,662,646	(3,650,695)	3,844,921
Effect of exchange rate fluctuations on cash and cash equivalents		(341,530)	(414,009)	-	-
Cash and cash equivalents at beginning of financial year		19,405,198	12,156,561	3,844,931	10
Cash and cash equivalents at end of financial year	13	8,836,136	19,405,198	194,236	3,844,931

## STATEMENTS OF CASH FLOWS (continued)

FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2026

### RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

Group	Lease liabilities (Note 8) RM	[-----Borrowings-----] (Note 18)	
		Term loans RM	Trade financing RM
Balance as at 1 March 2025	7,696,170	3,214,841	27,665,877
Cash flows:			
- Drawdown	-	-	118,890,800
- Additions of property, plant and equipment	-	12,832,800	-
- Principal repayment	-	(1,698,100)	(114,831,500)
- Lease payment	(3,503,859)	-	-
- Interest paid	(406,101)	(187,129)	(1,446,511)
Non-cash flows:			
- Addition of lease liabilities	3,694,442	-	-
- Unwinding of interest	406,101	187,129	1,446,511
- Translation differences	(181,027)	-	-
Balance as at 28 February 2026	7,705,726	14,349,541	31,725,177
Balance as at 1 March 2024	8,836,416	3,832,357	18,501,800
Cash flows:			
- Drawdown	719,199	448,000	92,446,593
- Principal repayment	-	(1,065,516)	(83,282,516)
- Lease payment	(3,652,357)	-	-
- Interest paid	(493,282)	(147,923)	(1,129,183)
Non-cash flows:			
- Addition of lease liabilities	1,932,969	-	-
- Lease modification	34,699	-	-
- Unwinding of interest	493,282	147,923	1,129,183
- Translation differences	(174,756)	-	-
Balance as at 28 February 2025	7,696,170	3,214,841	27,665,877

The accompanying notes form an integral part of the financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

28 FEBRUARY 2026

## 1. CORPORATE INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the ACE Market of Bursa Malaysia Securities Berhad.

The registered office of the Company is located at Suite 5.11 & 5.12, 5th Floor, Menara TJB, No. 9, Jalan Syed Mohd. Mufti, 80888 IIBD, Johor.

The principal place of business is located at No. 55 & 57, Jalan Teratai 7, Taman Johor Jaya, 81100 Johor Bahru, Johor Darul Takzim.

The consolidated financial statements for the financial year ended 28 February 2026 comprise the Company and its subsidiaries. These financial statements are presented in Ringgit Malaysia ("RM"), which is also the functional currency of the Company.

The financial statements were authorised for issue in accordance with a resolution by the Board of Directors on 9 June 2026.

## 2. PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. The principal activities of the subsidiaries are provision of underground utilities engineering services and solutions as well as manufacturing and trading in plastic pipe. Further details of the subsidiaries are set out in Note 9 to the financial statements.

There have been no significant changes in the nature of the activities of the Company and its subsidiaries during the financial year.

## 3. BASIS OF PREPARATION

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

The accounting policies adopted are consistent with those of the previous financial year except for the effects of adoption of new MFRSs during the financial year. The new MFRSs and Amendments to MFRSs adopted during the financial year are disclosed in Note 5 to the financial statements.

The financial statements of the Group and of the Company have been prepared under the historical cost convention except as otherwise stated in the financial statements.

The preparation of financial statements in conformity with MFRSs and IFRS Accounting Standards requires the Directors to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenue and expenses and disclosure of contingent assets and contingent liabilities. In addition, the Directors are also required to exercise their judgement in the process of applying the accounting policies. The areas involving such judgements, estimates and assumptions are disclosed in Note 6 to the financial statements. Although these estimates and assumptions are based on the Directors' best knowledge of events and actions, actual results could differ from those estimates.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 4. MATERIAL ACCOUNTING POLICIES

#### 4.1 Basis of consolidation

Where the Company has control over an investee, it is classified as a subsidiary. The Company controls an investee if all three of the following elements are present: power over the investee, exposure to variable returns from the investee, and the ability of the investor to use its power to affect those variable returns. Control is reassessed whenever facts and circumstances indicate that there may be a change in any of these elements of control.

De-facto control exists in situations where the Company has the practical ability to direct the relevant activities of the investee without holding the majority of the voting rights. In determining whether de-facto control exists the Company considers all relevant facts and circumstances, including:

- (a) The size of the Company's voting rights relative to both the size and dispersion of other parties who hold voting rights;
- (b) Substantive potential voting rights held by the Company and by other parties;
- (c) Other contractual arrangements; and
- (d) Historic patterns in voting attendance.

The consolidated financial statements present the results of the Company and its subsidiaries ("the Group") as if they formed a single entity. Intercompany transactions and balances between group companies are therefore eliminated in full.

The consolidated financial statements incorporate the results of business combinations using the acquisition method. In the statement of financial position, the acquiree's identifiable assets, liabilities and contingent liabilities are initially recognised at their fair values at the acquisition date. The results of acquired operations are included in the consolidated statement of comprehensive income from the date on which control is obtained. They are deconsolidated from the date on which control ceases.

Non-controlling interests shall be initially measured at fair value on the acquisition date, unless another measurement basis is required by MFRS. The choice of the measurement basis is made on a combination-by-combination basis. Subsequent to initial recognition, the carrying amount of the non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity.

#### 4.2 Business combinations under common control

Business combination involving entities under common control are accounted for by applying the merger method of accounting. The assets and liabilities of the merger entities are reflected at their carrying amounts reported in the individual financial information.

In a business combination under common control, any differences between the cost of the merger and the share capital of the 'acquired' entity are reflected within equity as merger reserve.

The statements of profit or loss and other comprehensive income reflect the results of the combining entities for the full financial years and the comparatives are presented as if the entities had always been combined since the date for which the entities had come under common control.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 4. MATERIAL ACCOUNTING POLICIES (continued)

#### 4.3 Property, plant and equipment and depreciation

All items of property, plant and equipment are initially measured at cost. Cost includes expenditure that is directly attributable to the acquisition of the assets.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the asset and which has different useful life, is depreciated separately.

After initial recognition, property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is calculated to write off the cost of the assets to their residual values on a straight-line basis over their estimated useful lives. The principal depreciation rates are as follows:

Buildings	2%
Computers	10%
Equipment	10% - 20%
Electrical installation	10% - 20%
Furniture and fittings	10%
Motor vehicles	20%
Laboratory equipment	10%
Office equipment	10%
Plant and machinery	8.33% - 20%
Renovations	10%
Signboard	10%

Freehold land has unlimited useful life and is not depreciated.

Capital work-in-progress represents costs of acquisition of lands and buildings under construction and is stated at cost. Capital work-in-progress is not depreciated until such time when the asset is available for use.

#### 4.4 Leases

##### The Group as a lessee

##### *Right-of-use asset*

The right-of-use asset is depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term, as follows:

Buildings (rented)	2 - 10 years
Heavy movable machines	5 - 12 years
Laboratory equipment	10 years
Motor vehicles	5 years
Plant and machinery	5 - 12 years

##### *Lease liability*

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date. The lease payments are discounted using the incremental borrowing rate of the Group. Subsequent to the initial recognition, the Group measures the lease liability by increasing the carrying amount to reflect interest in the lease liability, reducing the carrying amount to reflect lease payments made, and remeasuring the carrying amount to reflect any reassessment or lease modifications or to reflect revised in-substance fixed lease payments.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 4. MATERIAL ACCOUNTING POLICIES (continued)

#### 4.5 Inventories

Inventories are valued at the lower of cost and net realisable value.

Cost is determined using the first-in, first-out formula. The cost of inventories comprises all costs of purchase plus other costs incurred in bringing the inventories to their present location and condition. Cost of finished goods includes the cost of raw materials, direct labour, other direct costs and a proportion of production overheads based on normal operating capacity of the production facilities.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

#### 4.6 Revenue recognition

Revenue is measured at the fair value of consideration received or receivable. The following describes the performance obligations in contracts with customers:

(a) Construction contracts

Revenue is recognised as and when control of the asset is transferred to the customer and it is probable that the Group would collect the consideration to which it will be entitled in exchange for the asset that would be transferred to the customer. Depending on the terms of the contract and the laws that apply to the contract, control of the asset may transfer over time or at a point in time. Control of the asset is transferred over time if the performance of the Group does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

If control of the asset transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation using the input method, which is based on the total actual construction cost incurred to date as compared to the total budgeted costs for the respective construction projects.

If control of the asset transfers at a point in time, revenue is recognised at a point in time when the customer obtains control of the asset.

(b) Services contracts

Revenue from service contracts related to engineering, procurement, construction and commissioning of solar PV systems is recognised over the period of the contract using the output method by reference to the progress towards complete satisfaction of that performance obligation if control of the asset transfers over time.

(c) Sale of goods

Revenue from sale of goods is recognised at a point in time when the goods has been transferred to the customer and coincides with the delivery of goods and acceptance by customers.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 4. MATERIAL ACCOUNTING POLICIES (continued)

#### 4.6 Revenue recognition (continued)

Revenue not contracted with customers:

- (a) Interest income

Interest income is recognised as it accrues, using the effective interest method.

- (b) Management fees services

Revenue from services rendered is recognised at a point in time when services have been rendered to the customer and coincides with the rendering of services and acceptance by customers.

### 5. ADOPTION OF NEW MFRSs AND AMENDMENTS TO MFRSs

#### 5.1 New MFRSs adopted during the financial year

The Group and the Company adopted the following Amendments to the MFRS Framework that was issued by the Malaysian Accounting Standards Board ("MASB") during the financial year:

Title	Effective Date
Amendments to MFRS 121 <i>Lack of interchangeability</i>	1 January 2025

Adoption of the above Amendments did not have any material effect on the financial performance or position of the Group and of the Company.

#### 5.2 New MFRSs that have been issued, but only effective for annual periods beginning on or after 1 January 2026

Title	Effective Date
Amendments to MFRS 9 and MFRS 7 <i>Amendments to the Classification and Measurement of Financial Instruments</i>	1 January 2026
Amendments to MFRS 9 and MFRS 7 <i>Contracts Referencing Nature-dependent Electricity</i>	1 January 2026
<i>Annual Improvements to MFRS Accounting Standards - Volume 11</i>	1 January 2026
MFRS 18 <i>Presentation and Disclosure in Financial Statements</i>	1 January 2027
MFRS 19 <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027
Amendment to MFRS 19 <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027
Amendments to MFRS 121 <i>Translation to a Hyperinflationary Presentation Currency</i>	1 January 2027
Amendments to MFRS 10 and MFRS 128 <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Deferred

The Group and the Company are in the process of assessing the impact of implementing these Standards and Amendments, since the effects would only be observable for the future financial years.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 6. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

#### 6.1 Changes in estimates

Estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Directors are of the opinion that there are no significant changes in estimates at the end of the reporting year.

#### 6.2 Critical judgements made in applying accounting policies

There are no critical judgements made by management in the process of applying the Company's accounting policies that have a significant effect on the amounts recognised in the financial statements.

#### 6.3 Key sources of estimation uncertainty

The following are key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

(a) Revenue recognition for construction contracts

Revenue recognition for construction contracts requires management to exercise significant judgement in determining the satisfaction of performance obligations as stated in the contracts with customers, transaction price allocation and costs in applying the input method to recognise revenue over time.

(b) Recoverability of trade receivables and contract assets

Recoverability of trade receivables and contract assets requires management to exercise significant judgements in determining the probability of default by trade receivables and contract customers and appropriate forward-looking information.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 7. PROPERTY, PLANT AND EQUIPMENT

Group 28.2.2026	Balance as at 1.3.2025	Additions	Disposals	Written off	Reclassification from/(to) right-of-use assets (Note 8)	Reclassification	Depreciation charge for the financial year	Translation differences	Balance as at 28.2.2026
	RM	RM	RM	RM	RM	RM	RM	RM	RM
<b>Carrying amount</b>									
Freehold land	1,702,608	402,055	-	-	-	13,615,983	-	-	15,720,646
Buildings	1,037,042	-	-	-	-	-	(26,024)	-	1,011,018
Computers	591,907	278,845	-	-	-	-	(93,339)	(5,898)	771,515
Equipment	119,872	121,151	-	-	-	-	(26,908)	-	214,115
Electrical installation	63,831	-	-	-	-	-	(18,642)	-	45,189
Furniture and fittings	408,756	311,898	-	(1,368)	-	-	(64,741)	(438)	654,107
Motor vehicles	1,634,528	2,204,889	(80,401)	-	373,758	-	(708,291)	(55,785)	3,368,698
Laboratory equipment	172,571	126,877	-	-	-	-	(32,240)	-	267,208
Office equipment	336,435	141,627	-	(26,400)	-	-	(41,955)	(863)	408,844
Plant and machinery	13,008,359	3,772,869	(56,358)	(120,771)	559,248	-	(1,220,541)	(584,776)	15,358,030
Renovations	1,515,961	1,118,595	-	-	-	580,870	(248,662)	-	2,966,764
Signboard	3,683	2,808	-	-	-	-	(633)	-	5,858
Capital work-in-progress	2,461,409	23,699,772	-	-	-	(14,196,853)	-	-	11,964,328
	23,056,962	32,181,386	(136,759)	(148,539)	933,006	-	(2,481,976)	(647,760)	52,756,320
<b>Company</b>									
<b>Carrying amount</b>									
Computers	-	3,200	-	-	-	-	(53)	-	3,147

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 7. PROPERTY, PLANT AND EQUIPMENT (continued)

Group	Balance as at 1.3.2024 RM	Additions RM	Disposals RM	Written off RM	Acquisition of a subsidiary (Note 9(c)) RM	Reclassification from/(to) right-of-use assets (Note 8) RM	Depreciation charge for the financial year RM	Translation differences RM	Balance as at 28.2.2025 RM
<b>28.2.2025</b>									
<b>Carrying amount</b>									
Freehold land	1,702,608	-	-	-	-	-	-	-	1,702,608
Buildings	1,063,065	-	-	-	-	-	(26,023)	-	1,037,042
Computers	424,274	237,233	-	-	-	-	(64,060)	(5,540)	591,907
Equipment	98,885	8,000	-	-	25,516	-	(12,529)	-	119,872
Electrical installation	68,414	22,200	-	-	-	-	(26,783)	-	63,831
Furniture and fittings	467,359	1,350	-	(102)	-	-	(59,322)	(529)	408,756
Motor vehicles	1,157,008	536,398	(1,386)	-	53,795	259,894	(320,736)	(50,445)	1,634,528
Laboratory equipment	149,547	44,734	-	-	-	-	(21,710)	-	172,571
Office equipment	329,032	46,542	-	(1,827)	3,858	-	(38,421)	(2,749)	336,435
Plant and machinery	6,611,145	8,180,600	-	(84,745)	-	(504,572)	(865,211)	(328,858)	13,008,359
Renovations	1,671,649	57,930	-	-	-	-	(213,618)	-	1,515,961
Signboard	1,086	2,808	-	-	-	-	(211)	-	3,683
Capital work-in-progress	-	2,461,409	-	-	-	-	-	-	2,461,409
	13,744,072	11,599,204	(1,386)	(86,674)	83,169	(244,678)	(1,648,624)	(388,121)	23,056,962

# NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

**7. PROPERTY, PLANT AND EQUIPMENT (continued)**

Group	As at 28.2.2026		
	Cost RM	Accumulated depreciation RM	Carrying amount RM
Freehold land	15,720,646	-	15,720,646
Buildings	1,301,166	(290,148)	1,011,018
Computers	1,053,871	(282,356)	771,515
Equipment	264,994	(50,879)	214,115
Electrical installation	165,505	(120,316)	45,189
Furniture and fittings	923,021	(268,914)	654,107
Motor vehicles	6,325,209	(2,956,511)	3,368,698
Laboratory equipment	365,704	(98,496)	267,208
Office equipment	602,322	(193,478)	408,844
Plant and machinery	20,852,549	(5,494,519)	15,358,030
Renovations	3,856,959	(890,195)	2,966,764
Signboard	7,519	(1,661)	5,858
Capital work-in-progress	11,964,328	-	11,964,328
	<b>63,403,793</b>	<b>(10,647,473)</b>	<b>52,756,320</b>

Group	As at 28.2.2025		
	Cost RM	Accumulated depreciation RM	Carrying amount RM
Freehold land	1,702,608	-	1,702,608
Buildings	1,301,166	(264,124)	1,037,042
Computers	784,149	(192,242)	591,907
Equipment	143,843	(23,971)	119,872
Electrical installation	165,505	(101,674)	63,831
Furniture and fittings	613,618	(204,862)	408,756
Motor vehicles	4,020,339	(2,385,811)	1,634,528
Laboratory equipment	238,827	(66,256)	172,571
Office equipment	510,928	(174,493)	336,435
Plant and machinery	18,168,187	(5,159,828)	13,008,359
Renovations	2,157,494	(641,533)	1,515,961
Signboard	4,711	(1,028)	3,683
Capital work-in-progress	2,461,409	-	2,461,409
	<b>32,272,784</b>	<b>(9,215,822)</b>	<b>23,056,962</b>

Company	As at 28.2.2026		
	Cost RM	Accumulated depreciation RM	Carrying amount RM
Computers	3,200	(53)	3,147

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 7. PROPERTY, PLANT AND EQUIPMENT (continued)

- (a) During the financial year, the Group and Company made the following cash payments to purchase property, plant and equipment:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Purchase of property, plant and equipment	32,181,386	11,599,204	3,200	-
Financed by term loans	(12,832,800)	-	-	-
Amounts owing to vendors (Note 19)	(7,356,611)	(52,600)	-	-
Cash payments on purchase of property, plant and equipment	11,991,975	11,546,604	3,200	-

- (b) The carrying amount of certain property, plant and equipment of the Group charged to financial institution for banking facilities granted to the Group as disclosed in Note 18 to the financial statements as the end of the reporting period are as follows:

	Group	
	2026 RM	2025 RM
Freehold land	15,720,646	1,702,608
Buildings	1,011,018	1,037,042
Renovation	266,633	313,675
Capital work-in-progress	11,964,328	-
	28,962,625	3,053,325

- (c) Capital work-in-progress represents costs incurred in relation to buildings under construction. Capital work-in-progress is not depreciated until such time when the asset is available for use.

# NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

## 8. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

### The Group as lessee

#### (I) Right-of-use assets

Group 2026	Balance at beginning of year RM	Additions RM	Disposal RM	Written off RM	Lease modification RM	Depreciation RM	Reclassification to/(from)		Balance at end of year RM
							property, plant and equipment (Note 7) RM	Translation differences RM	
<b>Carrying amount</b>									
Buildings (rented)	2,239,924	2,505,684	-	-	-	(1,107,341)	-	(68,474)	3,569,793
Heavy movable machines	491,288	189,000	-	-	-	(48,091)	(452,581)	-	179,616
Laboratory equipment	92,894	-	-	-	-	(13,271)	-	-	79,623
Motor vehicles	3,629,447	855,243	(26,156)	(96,606)	-	(949,062)	(373,758)	(76,693)	2,962,415
Plant and machinery	3,748,488	488,200	-	(9,747)	-	(437,147)	(106,667)	(110,555)	3,572,572
	10,202,041	4,038,127	(26,156)	(106,353)	-	(2,554,912)	(933,006)	(255,722)	10,364,019
<b>2025</b>									
<b>Carrying amount</b>									
Buildings (rented)	2,921,914	283,168	-	-	34,699	(944,826)	-	(55,031)	2,239,924
Heavy movable machines	556,866	-	-	-	-	(65,578)	-	-	491,288
Laboratory equipment	106,164	-	-	-	-	(13,270)	-	-	92,894
Motor vehicles	3,557,209	1,642,808	-	-	-	(1,219,981)	(259,894)	(90,695)	3,629,447
Plant and machinery	3,713,267	103,800	(28,560)	-	-	(455,383)	504,572	(89,208)	3,748,488
	10,855,420	2,029,776	(28,560)	-	34,699	(2,699,038)	244,678	(234,934)	10,202,041

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 8. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

#### The Group as lessee (continued)

#### (II) Lease liabilities

	<b>Group</b>	
	<b>2026</b>	<b>2025</b>
	<b>RM</b>	<b>RM</b>
Balance at beginning of year	7,696,170	8,836,416
Additions	3,694,442	2,652,168
Lease modification	-	34,699
Payment of lease liabilities	(3,503,859)	(3,652,357)
Payment of lease interests	(406,101)	(493,282)
Interest expense	406,101	493,282
Translation differences	(181,027)	(174,756)
	<hr/>	<hr/>
Balance at end of year	7,705,726	7,696,170
	<hr/>	<hr/>
Represented by:		
Current liability	3,016,344	2,983,440
Non-current liability	4,689,382	4,712,730
	<hr/>	<hr/>
	7,705,726	7,696,170
	<hr/>	<hr/>
Lease liabilities owing to:		
Financial institutions	3,987,985	5,334,173
Non-financial institutions	3,717,741	2,361,997
	<hr/>	<hr/>
	7,705,726	7,696,170
	<hr/>	<hr/>

(a) The Group entered into certain leases of assets during the financial year with lease term of 12 months or less. The Group applies the "short-term lease" exemption for these leases.

(b) The following are the amounts recognised in profit or loss:

	<b>Group</b>	
	<b>2026</b>	<b>2025</b>
	<b>RM</b>	<b>RM</b>
Depreciation charge of right-of-use assets (included in cost of sales and administrative expenses)	2,554,912	2,699,038
Interest expense on lease liabilities (included in finance costs)	406,101	493,282
Expense relating to short-term leases (included in cost of sales and administrative expenses)	415,733	201,960
	<hr/>	<hr/>

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 8. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

- (c) The Group leases several lease contracts that includes extension and termination options. These are used to maximise operational flexibility in terms of managing the assets used in the Group's operations. Management exercises judgement in determining whether these extension and termination options are reasonably certain to be exercised.

There is no undiscounted potential future rental payments that are not included in the lease term as at the end of each reporting period.

- (d) During the financial year, the Group made the following cash payments on right-of-use assets:

	<b>Group</b>	
	<b>2026</b>	<b>2025</b>
	<b>RM</b>	<b>RM</b>
Additions of right-of-use assets	4,038,127	2,029,776
Financed by lease arrangements	(1,188,755)	(1,649,800)
Recognition of right-of-use assets for rented buildings	(2,505,684)	(283,168)
	<hr/>	<hr/>
Cash payments on right-of-use assets	343,688	96,808
	<hr/>	<hr/>

- (e) Weighted average incremental borrowing rate of the lease liabilities of the Group as at the end of the reporting period is 5.25% (2025: 5.35%) per annum.

- (f) The following are total cash outflows for leases as a lessee:

	<b>Group</b>	
	<b>2026</b>	<b>2025</b>
	<b>RM</b>	<b>RM</b>
Included in net cash from operating activities:		
Payment relating to short term leases	415,733	201,960
Included in net cash from investing activities:		
Cash payments on right-of-use asset	343,688	96,808
Included in net cash from financing activities:		
Payment of lease liabilities	3,503,859	3,652,357
Payment of lease interest	406,101	493,282
	<hr/>	<hr/>
Total cash outflows for leases	4,669,381	4,444,407
	<hr/>	<hr/>

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 9. INVESTMENTS IN SUBSIDIARIES

	<b>Company</b>	
	<b>2026</b>	<b>2025</b>
	<b>RM</b>	<b>RM</b>
Unquoted shares, at cost	49,238,990	48,338,990
Equity contributions in subsidiaries in respect of ESOS (Note 27)	2,546,682	-
	51,785,672	48,338,990

(a) The details of the subsidiaries are as follows:

<b>Name of company</b>	<b>Country of incorporation/ Principal place of business</b>	<b>Effective interest in equity</b>		<b>Principal activities</b>
		<b>2026</b>	<b>2025</b>	
		<b>%</b>	<b>%</b>	
Kum Fatt Engineering Sdn. Bhd. ("KFESB") <sup>#</sup>	Malaysia	100	100	Provision of underground utilities engineering services and solutions
Premier Plastic Industry Sdn. Bhd. ("PPISB") <sup>#</sup>	Malaysia	100	100	Manufacturing and trading in plastic pipe
Konnection Engineering Pte. Ltd. ("KEPL") <sup>*</sup>	Singapore	100	100	Provision of underground utilities engineering services and solutions
Energix Sdn Bhd ("ESB") <sup>#</sup>	Malaysia	69.23	-	Engineering, procurement, construction and commissioning of solar PV systems and investment in solar plant
<b>Subsidiary of KFESB</b>				
JL Global Invision Sdn. Bhd. ("JGISB") <sup>#</sup>	Malaysia	100	100	Provision of underground utility detection and topographic survey services

<sup>#</sup> Audited by BDO PLT.

<sup>\*</sup> Audited by firm other than BDO PLT and BDO Member Firm.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 9. INVESTMENTS IN SUBSIDIARIES (continued)

- (b) During the financial year, the Company had acquired in a newly incorporated company, namely Enerxite Sdn. Bhd.
- (i) On 20 May 2025, the Company subscribed for 10 ordinary shares for a total consideration of RM10.
- (ii) On 3 June 2025, the Company entered into subscription agreement and shareholders agreement with Daryl Lai Yit Sheng. Pursuant to that, ESB increased its issued and paid-up share capital from 10 ordinary shares to 1,000,000 ordinary shares, of which the Company subscribed for an additional 599,990 ordinary shares for a total consideration of RM599,990, the effective interest in ESB has decreased from 100% to 60%.
- (iii) On 1 December 2025, the Company had subscribed 300,000 new ordinary shares for a total consideration of RM300,000. This resulted the effective interest in ESB has increased from 60% to 69.23%.
- (c) In the previous financial year, the Group via its wholly-owned subsidiary, KFESB acquired 10,000 ordinary shares in JGISB, representing 100% equity interests in JGISB for a total consideration of RM284,813 settled in cash and cash equivalents.

Fair values of the identifiable assets and liabilities acquired and the effects on cash flows arising from the acquisition were as follows:

	Note	At date of acquisition RM
Plant and equipment	7	83,169
Trade and other receivables		247,632
Contract assets	11	471,879
Cash and bank balances		12,186
Trade and other payables		(518,111)
Current tax liabilities		(9,242)
Deferred tax liabilities	16	(2,700)
		<hr/>
Total identified net assets/Purchase consideration		284,813
Cash and bank balances acquired		(12,186)
		<hr/>
Net cash outflow arising on acquisition		272,627
		<hr/>

- (d) Subsidiary of the Group which have non-controlling interests ("NCI") is as follows:

	NCI percentage of ownership interest and voting interest %	2026 RM
<b>Carrying amount of NCI</b>		
ESB	30.77	(27,978)
		<hr/>
<b>Loss for the financial year/Total comprehensive loss allocated to NCI</b>		
ESB		(427,978)
		<hr/>

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 9. INVESTMENTS IN SUBSIDIARIES (continued)

- (e) Summarised financial information before intra-group elimination of subsidiary that have NCI as at the end of financial year are as follows:

	<b>ESB 2026 RM</b>
<b>Assets and liabilities</b>	
Non-current assets	121,698
Current assets	385,345
Current liabilities	(416,117)
	<hr/>
Net assets	90,926
	<hr/>
<b>Results</b>	
Revenue	1,412,557
Loss for the financial year	(1,155,071)
	<hr/>
Cash flows used in operating activities	(1,056,364)
Cash flows used in investing activities	(134,947)
Cash flows from financing activities	1,300,000
	<hr/>
Net increase in cash and cash equivalents	108,689
	<hr/>
Dividend paid to NCI	-
	<hr/>

- (f) Subsequent to the financial year, the Company had subscribed 400,000 ordinary shares of ESB for a total consideration of RM1 from the non-controlling shareholder. Following the subscribed of shares on 31 March 2026, ESB became a wholly owned subsidiary of the Company.
- (g) On 3 March 2026, the Company subscribed for 100 ordinary shares in a newly incorporated company, namely Collectively Solar Sdn.Bhd..

### 10. INVENTORIES

	<b>Group</b>	
	<b>2026 RM</b>	<b>2025 RM</b>
<b>At cost</b>		
Construction materials	1,329,111	1,207,656
Manufacturing raw materials	1,353,655	5,211,099
Manufacturing finished goods	1,169,338	1,745,929
	<hr/>	<hr/>
	3,852,104	8,164,684
	<hr/>	<hr/>

Inventories of the Group recognised as cost of sales amounted to RM41,504,901 (2025: RM23,444,508).

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 11. CONTRACT ASSETS/(LIABILITIES)

	<b>Group</b>	
	<b>2026</b>	<b>2025</b>
	<b>RM</b>	<b>RM</b>
At beginning of financial year	63,309,971	38,473,544
Acquisition of a subsidiary (Note 9(c))	-	471,879
Revenue recognised during the financial year	187,918,231	147,569,990
Progress billings	(168,025,090)	(123,990,707)
Translation difference	(281,539)	(100,648)
Net reversal on impairment of contract assets	197,936	885,913
	<hr/>	<hr/>
At end of financial year	83,119,509	63,309,971
	<hr/>	<hr/>
Represented by:		
Contract assets	90,616,538	64,599,308
Contract liabilities	(7,497,029)	(1,289,337)
	<hr/>	<hr/>
	83,119,509	63,309,971
	<hr/>	<hr/>

- (a) Revenue expected to be recognised in the future relating to performance obligations that are unsatisfied (or partially unsatisfied) at the end of the reporting period, are as follows:

	<b>Group</b>	
	<b>2026</b>	<b>2025</b>
	<b>RM</b>	<b>RM</b>
Within one year	137,272,164	78,639,481
	<hr/>	<hr/>

- (b) Contract assets that are impaired at the end of the reporting period and the reconciliation of movements in allowance for impairment accounts is as follows:

	<b>Group</b>	
	<b>2026</b>	<b>2025</b>
	<b>RM</b>	<b>RM</b>
At beginning of financial year	205,621	1,091,534
Reversal	(197,936)	(885,913)
	<hr/>	<hr/>
At end of financial year	7,685	205,621
	<hr/>	<hr/>

- (c) The contract assets primarily relate to the Group's right to consideration for construction work completed on construction contracts but not yet billed as at the reporting date. Typically, the amount will be billed within 30 to 180 days (2025: 30 to 180 days).

- (d) The contract liabilities is the obligation to transfer goods or services to customer for which the Company has received the consideration or has billed the customer.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 12. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
<b>Trade receivables</b>				
Third parties	38,130,433	35,100,826	-	-
Retention sums	12,608,882	9,217,846	-	-
	50,739,315	44,318,672	-	-
Less: Impairment losses on trade receivables	(525,965)	(403,368)	-	-
<b>Total trade receivables</b>	<b>50,213,350</b>	<b>43,915,304</b>	<b>-</b>	<b>-</b>
<b>Other receivables</b>				
Third parties	2,692,265	2,412,280	-	3,691
Amount owing by subsidiaries	-	-	24,530,726	22,909,958
Deposits	1,171,547	935,062	-	-
	3,863,812	3,347,342	24,530,726	22,913,649
<b>Total trade and other receivables</b>	<b>54,077,162</b>	<b>47,262,646</b>	<b>24,530,726</b>	<b>22,913,649</b>
Prepayments	2,788,227	1,399,496	106,200	59,867
	56,865,389	48,662,142	24,636,926	22,973,516

- (a) Trade receivables are non-interest bearing and the normal trade credit term granted by the Group is 30 to 180 days (2025: 30 to 150 days) from the date of invoice. They are recognised at its original invoice amounts, which represent its fair value on initial recognition.
- (b) Amount owing by subsidiaries are unsecured, interest-free and receivable within the next twelve (12) months in cash and cash equivalents.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 12. TRADE AND OTHER RECEIVABLES (continued)

(c) The currency exposure profile of trade and other receivables, excluding prepayments is as follows:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Ringgit Malaysia	40,648,977	36,765,832	24,530,726	22,913,649
Singapore Dollar	13,428,185	10,496,814	-	-
	<b>54,077,162</b>	<b>47,262,646</b>	<b>24,530,726</b>	<b>22,913,649</b>

(d) Lifetime expected credit losses for trade receivables of the Group are as follows:

Group	Gross carrying amount RM	Lifetime ECL allowance RM	Carrying amount RM
<b>As at 28 February 2026</b>			
Not past due	34,659,762	-	34,659,762
Past due:			
1 to 30 days	7,160,318	-	7,160,318
31 to 60 days	3,476,634	-	3,476,634
61 to 90 days	772,161	-	772,161
More than 90 days	4,144,475	-	4,144,475
	<b>15,553,588</b>	<b>-</b>	<b>15,553,588</b>
Individual assessment	525,965	(525,965)	-
	<b>50,739,315</b>	<b>(525,965)</b>	<b>50,213,350</b>
<b>As at 28 February 2025</b>			
Not past due	34,801,826	-	34,801,826
Past due:			
1 to 30 days	2,172,096	-	2,172,096
31 to 60 days	2,962,703	-	2,962,703
61 to 90 days	2,167,120	-	2,167,120
More than 90 days	1,811,559	-	1,811,559
	<b>9,113,478</b>	<b>-</b>	<b>9,113,478</b>
Individual assessment	403,368	(403,368)	-
	<b>44,318,672</b>	<b>(403,368)</b>	<b>43,915,304</b>

None of the trade receivables of the Group that are past due but not impaired have been renegotiated during the financial year. These receivables are not secured by any collateral.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 12. TRADE AND OTHER RECEIVABLES (continued)

- (e) Impairment for trade receivables that do not contain a significant financing component are recognised based on the simplified approach using the lifetime expected credit losses. Loss rates are based on actual credit loss experience over past years.

During this process, the probability of non-payment by the trade receivables is adjusted by forward-looking information on macroeconomic factors affecting the ability of customers to settle the receivables and multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. Nevertheless, the Directors believe that these factors are immaterial for the purpose of impairment calculation for the year.

It requires management to exercise judgement in determining the probability of default by trade receivables and appropriate forward-looking information.

- (f) Impairment for other receivables are recognised based on the general approach within MFRS 9 using the forward-looking expected credit loss model.

The Group defined significant increase in credit risk based on operating performance of the receivables, changes to contractual terms, payment delays and past due information. No expected credit loss is recognised arising from other receivables as it is negligible.

- (g) Trade receivables inclusive retention sums that are past due and impaired at the end of the reporting period and the reconciliation of movements in allowance for impairment loss accounts is as follows:

	<b>Group</b>	
	<b>2026</b>	<b>2025</b>
	<b>RM</b>	<b>RM</b>
At beginning of financial year	403,368	900,720
Charge	471,196	-
Reversal	(320,381)	(18,500)
Written off	-	(466,811)
Translation differences	(28,218)	(12,041)
	<hr/>	<hr/>
At end of financial year	525,965	403,368

- (h) Information on financial risks of trade and other receivables is disclosed in Note 32 to the financial statements.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 13. CASH AND BANK BALANCES

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Cash and bank balances	8,836,136	15,855,198	194,236	294,931
Deposits with licensed banks	6,757,470	9,215,800	-	3,550,000
As reported in the statement of financial position	15,593,606	25,070,998	194,236	3,844,931
Less: Deposits pledged	(6,757,470)	(5,665,800)	-	-
As reported in the statement of cash flows	8,836,136	19,405,198	194,236	3,844,931

- (a) Deposits with licensed banks of the Group have maturity period of one (1) month to twelve (12) months (2025: one (1) month to twelve (12) months).
- (b) As at the end of reporting period, the deposits pledged with licensed banks of the Group as security for credit facilities granted to the Group as disclosed in Note 18 to the financial statements.
- (c) The currency exposure profile of cash and bank balances are as follows:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Ringgit Malaysia	10,653,222	13,065,597	194,236	3,844,931
Singapore Dollar	4,940,384	12,005,401	-	-
	15,593,606	25,070,998	194,236	3,844,931

- (d) No expected credit losses are recognised arising from the deposits with financial institutions because the probability of default by these financial institutions are negligible.
- (e) Information on financial risks of cash and bank balances is disclosed in Note 32 to the financial statements.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 14. SHARE CAPITAL

	<b>Group and Company</b>	
	<b>Number of</b>	<b>RM</b>
	<b>shares</b>	
<b>28 February 2026</b>		
<b>Issued and fully paid-up ordinary shares with no par value:</b>		
Share capital as at 1 March 2025	608,292,000	77,230,044
Issuance of ordinary shares pursuant to bonus issue	304,146,000	-
	<hr/>	<hr/>
Share capital as at 28 February 2026	912,438,000	77,230,044
<hr/>		
<b>28 February 2025</b>		
<b>Issued and fully paid-up ordinary shares with no par value:</b>		
Invested equity as at 1 March 2024	3,400,100	3,908,045
Effects of acquisition of subsidiary in business combinations under common control		
- Elimination of issued share capital of KFESB	(750,000)	(750,000)
- Elimination of issued share capital of KEPL	(250,000)	(758,035)
- Elimination of issued share capital of PPISB	(2,400,000)	(2,400,000)
- Issuance of ordinary shares pursuant to acquisition of subsidiaries	483,389,900	48,338,990
Issuance of ordinary shares pursuant to IPO	124,902,000	29,976,480
Shares issuance expenses	-	(1,085,436)
	<hr/>	<hr/>
Share capital as at 28 February 2025	608,292,000	77,230,044
<hr/>		

- (a) During the financial year ended 28 February 2026, the issued and fully paid-up ordinary share capital of the Company was increased from 608,292,000 ordinary shares to 912,438,000 ordinary shares by way of bonus issue of 304,146,000 new ordinary shares on the basis of one (1) new ordinary shares for every two (2) existing ordinary shares held.
- (b) During the financial year ended 28 February 2025, the issued and fully paid up share capital of the Group and Company was increased by way of issuance of 608,291,900 new ordinary shares pursuant to the following:
- (i) Issuance of 483,389,900 new ordinary shares at an issue price of RM0.10 per share pursuant to the acquisition of subsidiaries in business combinations under common control; and
  - (ii) Issuance of 124,902,000 new ordinary shares at an issue price of RM0.24 per share pursuant to its Initial Public Offering exercise.
- (c) The owners of the parent are entitled to receive dividends as and when declared by the Company and is entitled to one vote per ordinary share at meetings of the Company. All ordinary shares rank pari passu with regard to the residual assets of the Company.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 15. RESERVES

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
<b>Non-distributable:</b>				
Merger reserve	(44,430,955)	(44,430,955)	-	-
Foreign exchange translation	(1,171,675)	854,700	-	-
Share options reserve	12,507,596	-	12,507,596	-
<b>Distributable:</b>				
Retained earnings/(Accumulated losses)	89,340,289	79,443,828	(13,408,070)	(2,831,957)
	<b>56,245,255</b>	<b>35,867,573</b>	<b>(900,474)</b>	<b>(2,831,957)</b>

(a) Merger reserve

The merger reserve arose as a result of the difference between consideration paid over the share capital of subsidiaries pursuant to business combinations under common control.

(b) Foreign exchange translation

Foreign exchange translation is used to record foreign currency exchange differences arising from the translation of the combined financial statements of foreign operation whose functional currency is different from that of the presentation currency of the Group. It is also used to record the exchange differences arising from monetary item is denominated in either the functional currency of the reporting entity or the foreign operation.

(c) Share options reserve

Share options reserve represents the effect of equity-settled share options granted to employees. This reserve comprises the cumulative value of services received from employees for the issue of share options. Whenever options are exercised, an amount from the share options reserve is transferred to share capital. Whenever the share options expire, an amount from the share options reserve is transferred to retained earnings.

### 16. DEFERRED TAX LIABILITIES

(a) The deferred tax liabilities are made up of the following, after appropriate offsetting:

	Group	
	2026 RM	2025 RM
As at beginning of financial year	1,906,496	1,311,675
Acquisition of a subsidiary (Note 9(c))	-	2,700
Recognised in profit or loss (Note 23)	196,870	632,551
Translation difference	(47,987)	(40,430)
As at end of financial year	<b>2,055,379</b>	<b>1,906,496</b>

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 16. DEFERRED TAX LIABILITIES (continued)

- (b) The components and movements of deferred tax liabilities/(assets) of the Group during the financial year are as follow:

	<b>Group</b>	
	<b>2026</b>	<b>2025</b>
	<b>RM</b>	<b>RM</b>
<b>Property, plant and equipment</b>		
At beginning of financial year	1,906,496	1,311,675
Acquisition of a subsidiary (Note 9(c))	-	2,700
Recognised in profit or loss	196,870	632,551
Translation difference	(47,987)	(40,430)
	<hr/>	<hr/>
At end of financial year	2,055,379	1,906,496
	<hr/>	<hr/>

### 17. DEFERRED INCOME

	<b>Group</b>	
	<b>2026</b>	<b>2025</b>
	<b>RM</b>	<b>RM</b>
<b>Government grant</b>		
<b>At cost</b>		
At beginning of the financial year	282,743	193,143
Addition during the year	-	89,600
	<hr/>	<hr/>
At end of the financial year	282,743	282,743
	<hr/>	<hr/>
<b>Accumulated depreciation</b>		
At beginning of the financial year	(41,811)	(21,984)
Amortisation charge during the year	(23,559)	(19,827)
	<hr/>	<hr/>
At end of the financial year	(65,370)	(41,811)
	<hr/>	<hr/>
<b>Carrying amounts</b>	217,373	240,932
	<hr/>	<hr/>
<b>Deferred income is disclosed under:</b>		
Non-current liabilities	193,815	217,373
Current liabilities	23,558	23,559
	<hr/>	<hr/>
	217,373	240,932
	<hr/>	<hr/>

Deferred income represents a government grant receivable to part finance capital expenditure.

The government grant is amortised over the useful life of the assets.

The one-off government matching grant was obtained by KFESB and PPISB via Small Medium Enterprise Development Bank Malaysia Berhad for purchase of plant and machinery.

# NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

## 18. BORROWINGS

	<b>Group</b>	
	<b>2026</b>	<b>2025</b>
	<b>RM</b>	<b>RM</b>
<b>Current liabilities</b>		
Trade financing	31,725,177	27,665,877
Term loans	1,467,596	1,078,155
	33,192,773	28,744,032
<b>Non-current liabilities</b>		
Term loans	12,881,945	2,136,686
	12,881,945	2,136,686
<b>Total borrowings</b>		
Trade financing	31,725,177	27,665,877
Term loans	14,349,541	3,214,841
	46,074,718	30,880,718
At end of the financial year	46,074,718	30,880,718

- (a) Term loans are secured by:
- (i) Joint and several guarantees by certain Directors;
  - (ii) Corporate guarantees by the Company;
  - (iii) Legal charges over certain freehold land and buildings of the Group as disclosed in Note 7 to the financial statements; and
  - (iv) Guarantee from Credit Guarantee Corporation Malaysia Berhad ("CGC") and guarantee by Syarikat Jaminan Pembiayaan Perniagaan Berhad ("SJPP").
- (b) Trade financing are secured by:
- (i) Joint and several guarantees by certain Directors;
  - (ii) Corporate guarantees by the Company;
  - (iii) Deposits pledged with licensed banks of the Group as disclosed in Note 13 to the financial statements; and
  - (iv) Guarantee by Syarikat Jaminan Pembiayaan Perniagaan Berhad ("SJPP") and guarantee by Government of Malaysia under Working Capital Guarantee Scheme ("WCGS").
- (c) All borrowings are denominated in Ringgit Malaysia ("RM").
- (d) Information on financial risks of borrowings and the remaining maturity is disclosed in Note 32 to the financial statements.

# NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

## 19. TRADE AND OTHER PAYABLES

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
<b>Trade payables</b>				
Third parties	14,783,042	15,978,083	-	-
Retention sums	747,712	833,361	-	-
	15,530,754	16,811,444	-	-
<b>Other payables</b>				
Third parties				
- Others	2,527,371	1,346,533	98,012	108,355
- Amounts owing to vendors	7,256,611	52,600	-	-
Amounts owing to subsidiaries	-	-	-	332,069
Accruals	4,473,808	2,626,268	193,589	323,887
	14,357,790	4,025,401	291,601	764,311
	29,888,544	20,836,845	291,601	764,311

- (a) Trade payables are non-interest bearing and the normal trade credit terms granted to the Group ranged from 30 to 90 days (2025: 30 to 90 days).
- (b) Amount owing to vendors represent costs incurred for the addition of property, plant and equipment relating to buildings under construction, as disclosed in Note 7(a) to the financial statements.
- (c) The currency exposure profile of trade and other payables are as follows:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Ringgit Malaysia	19,524,299	14,865,041	291,601	764,311
Singapore Dollar	10,364,245	5,971,804	-	-
	29,888,544	20,836,845	291,601	764,311

- (d) Information on financial risks of trade and other payables is disclosed in Note 32 to the financial statements.

# NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

## 20. REVENUE

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
<b>Revenue from contracts with customers</b>				
<b>Recognised over time:</b>				
Construction contracts	161,613,563	126,743,011	-	-
Service contracts	1,412,557	-	-	-
	163,026,120	126,743,011	-	-
<b>Recognised point in time:</b>				
Construction contracts	24,892,111	20,826,979	-	-
Sale of goods	21,103,620	22,454,152	-	-
	45,995,731	43,281,131	-	-
Other revenue				
Management fees	-	-	1,342,704	915,760
	209,021,851	170,024,142	1,342,704	915,760

## 21. FINANCE COSTS

	Group	
	2026 RM	2025 RM
Interest expense on:		
- bank overdrafts	29,638	35,107
- trade financing	1,446,511	1,129,183
- lease liabilities	406,101	493,282
- term loans	187,129	147,923
- others	265,234	136,808
	2,334,613	1,942,303

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 22. PROFIT/(LOSS) BEFORE TAX

Other than those disclosed elsewhere in the financial statements, the profit/(loss) before tax is arrived at:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
After charging:				
Auditors' remuneration				
- statutory audit	214,984	175,894	40,000	30,000
- non statutory audit	5,000	5,000	5,000	5,000
Property, plant and equipment written off	148,539	86,674	-	-
Right-of-use assets written off	106,353	-	-	-
Loss on disposal of right-of-use assets	12,961	560	-	-
Net realised loss on foreign exchange	270,547	-	-	-
Net unrealised loss on foreign exchange	49,723	-	-	-
And crediting:				
Gain on disposal of property, plant and equipment	288,407	614	-	-
Interest income	248,786	320,746	29,494	153,183
Net realised gain on foreign exchange	-	1,671	-	-
Net unrealised gain on foreign exchange	-	175,715	-	-
Net (loss)/gain on impairment of:				
- trade receivables	(150,815)	18,500	-	-
- contract assets	197,936	885,913	-	-
	47,121	904,413	-	-

### 23. TAX EXPENSE

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
<b>Current tax expense:</b>				
- Malaysia income tax	7,848,547	6,381,498	64,722	55,039
- Foreign income tax	-	431,695	-	-
	7,848,547	6,813,193	64,722	55,039
(Over)/Under provision in prior years				
- Malaysia income tax	(33,091)	(27,396)	4,377	-
- Foreign income tax	(105,930)	(196,045)	-	-
	(139,021)	(223,441)	4,377	-
	7,709,526	6,589,752	69,099	55,039

# NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

**23. TAX EXPENSE (continued)**

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
<b>Deferred tax: (Note 16)</b>				
- Current year	210,291	525,995	-	-
- (Over)/Under provision in prior years	(13,421)	106,556	-	-
	196,870	632,551	-	-
	7,906,396	7,222,303	69,099	55,039

- (a) The Malaysian income tax is calculated at the statutory tax rate of 24% (2025: 24%) of the estimated taxable profit for the fiscal year.
- (b) Tax expense for other taxation authorities are calculated at the rates prevailing in the respective jurisdictions.
- (c) The numerical reconciliation between the tax expense and the product of accounting profit multiplied by the applicable tax rates of the Group and of the Company are as follows:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Profit/(Loss) before tax	17,374,879	30,194,238	(10,507,014)	(916,135)
Tax expense at the applicable tax rate of 24% (2025: 24%)	4,169,971	7,246,617	(2,521,683)	(219,872)
Tax effects in respect of:				
Different tax rate in foreign subsidiary	78,261	(301,347)	-	-
Non-allowable expenses	3,632,590	694,031	2,586,405	274,911
Non-taxable income	(79,764)	(217,059)	-	-
Tax incentive	-	(83,054)	-	-
Deferred tax assets not recognised	257,780	-	-	-
	8,058,838	7,339,188	64,722	55,039
(Over)/Under provision in prior years				
- income tax	(139,021)	(223,441)	4,377	-
- deferred tax	(13,421)	106,556	-	-
	7,906,396	7,222,303	69,099	55,039

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 23. TAX EXPENSE (continued)

(d) Tax on each component of other comprehensive income is as follows:

	Before tax RM	Group Tax effect RM	After tax RM
<b>2026</b>			
<b>Items that may be reclassified subsequently to profit or loss</b>			
Foreign exchange translations	(2,026,375)	-	(2,026,375)
<b>2025</b>			
<b>Items that may be reclassified subsequently to profit or loss</b>			
Foreign exchange translations	(1,644,310)	-	(1,644,310)

### 24. EARNINGS PER ORDINARY SHARE

(a) Basic

Basic earnings per ordinary share for the financial year has been calculated by dividing the profit for the financial year attributable to owners of the parent by the weighted average number of ordinary shares outstanding during the financial year.

	2026	Group 2025 (Restated)
Profit attributable to owners of the parent (RM)	9,896,461	22,971,935
Weighted average number of ordinary shares outstanding during the financial year (unit)*	912,438,000	912,438,000
Basic earnings per ordinary share (sen)	1.08	2.52

\* The total weighted average number of ordinary shares in issue as at 28 February 2025 had been adjusted retrospectively to reflect the Bonus Issue, which completed on 27 October 2025 as disclosed in Note 14 to the financial statements.

(b) Diluted

Diluted earnings per ordinary share for the current and previous financial years is equal to the basic earnings per ordinary share for the respective financial year as there were no outstanding dilutive potential ordinary shares at the end of each reporting period.

There is no diluted effects of the potential ordinary shares convert under warrants and ESOS issued since the exercise price is above the average market value at the company's shares.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 25. EMPLOYEE BENEFITS

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Salaries and allowances	26,780,401	20,709,617	821,363	346,446
Defined contribution plans	1,913,117	1,317,738	60,999	40,433
Social security contribution	266,463	178,633	2,786	1,739
Other benefits	140,657	257,791	7,323	8,400
Share options granted under share options scheme (Note 27)	12,507,596	-	9,960,914	-
	<b>41,608,234</b>	<b>22,463,779</b>	<b>10,853,385</b>	<b>397,018</b>

Included in the employee benefits of the Group and Company are Directors' remuneration amounting to RM3,520,564 and RM393,664 (2025: RM2,922,852 and RM262,902) respectively.

### 26. COMMITMENTS

(a) Capital commitments

Capital expenditure in respect of purchase of property, plant and equipment:

	Group	
	2026 RM	2025 RM
Contracted but not provided for	6,463,000	12,889,000

(b) Contingent liability

	Group	
	2026 RM	2025 RM
Guarantee given to third party in respect of contracts	906,094	794,700

### 27. EMPLOYEES' SHARE OPTION SCHEME

The employees' share option scheme ("ESOS") was approved by the shareholders at the Extraordinary General Meeting held on 8 October 2025 and came into effect on 8 October 2025. The ESOS shall be exercisable for a period of five (5) years until 7 October 2030 ("the option period").

The main features of the ESOS are as follows:

- (a) The ESOS is made available to eligible employees and eligible directors (including non-executive Director but shall not include alternate and/or substitute Director) ("**Eligible Person(s)**") who are confirmed employees of the Company and its subsidiaries;

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 27. EMPLOYEES' SHARE OPTION SCHEME (continued)

The main features of the ESOS are as follows: (continued)

- (b) The total number of shares offered under the ESOS shall not in aggregate exceed 10% of the total number of issued ordinary shares of the Company (excluding treasury shares, if any) at any time during the duration of the ESOS;
- (c) The exercise price under the ESOS shall be determined based on five (5) market days volume weighted average market price ("5D-VWAMP") of the shares as quoted on the ACE Market of Bursa Malaysia Securities Berhad immediately preceding the date of offer with a discount of not more than ten per centum (10%) of the said 5D-VWAMP, subject to any adjustments arising from any alteration in the capital structure of the Company during the exercise period and Listing Requirements or as may be amended, varied or supplemented from time to time;
- (d) The aggregate number of ESOS Options that may be offered and allotted under the Scheme to any Eligible Persons shall be determined by the ESOS Committee at its sole and absolute discretion, after taking into consideration, amongst other factors, the Eligible Person's position, job performance, job grade, seniority, length of service towards the Group's business, operations and success, and/or such other factors deemed relevant by the ESOS Committee; and
- (e) Options granted are not entitled to dividends or voting rights. Upon exercise of the options, the ordinary shares issued shall rank pari passu in all respects with the existing ordinary shares of the Company.

The number of unissued ordinary shares under the ESOS was as follows:

Date of offer	Number of options over ordinary shares of					
	Balance as at 1.3.2025	Movement during the financial year			Outstanding as at 28.2.2026 <sup>^</sup>	Exercisable as at 28.2.2026
		Granted	Exercised	Forfeited*		
<b>9 October 2025</b>						
- first tranche	-	70,817,790	-	(399,960)	70,417,830	70,417,830
- second tranche	-	6,354,870	-	(199,980)	6,154,890	-
- third tranche	-	6,354,870	-	(199,980)	6,154,890	-
- fourth tranche	-	6,354,870	-	(199,980)	6,154,890	-
	-	89,882,400	-	(999,900)	88,882,500	70,417,830
Exercise price	0.54					

\* Due to resignation.

<sup>^</sup> Exercisable by the grantee upon achieving the vesting conditions set by the ESOS Committee and are subject to the allotment of shares.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 27. EMPLOYEES' SHARE OPTION SCHEME (continued)

Fair value of share options was estimated by the Group using the Black-Scholes-Merton option pricing model, taking into account the terms and conditions upon which the options were granted. Fair value of share options measured at grant date and assumptions used are as follows:

Fair value of share options granted on 8 October 2025 based on vesting date (RM):

- 24 October 2025	0.17
- 31 October 2027	0.20
- 31 October 2028	0.21
- 31 October 2029	0.22
Expected volatility (%)	30.59
Expected life (years)	5
Risk free rate (%)	3.34
Expected dividend yield (%)	-

Expenses arising from the share options granted are as follows:

	<b>Group 2026 RM</b>	<b>Company 2026 RM</b>
Recognition of share option expenses	12,507,596	12,507,596
Less: Capitalised as investments in subsidiaries (Note 9)	-	(2,546,682)
Share option expenses (Note 25)	<u>12,507,596</u>	<u>9,960,914</u>

### 28. WARRANTS 2025/2030

On 3 November 2025, the Company issued 121,658,400 free warrants on the basis of one (1) warrant for every five (5) existing ordinary shares.

The warrants were constituted under the Deed Poll dated 13 October 2025. No warrants are exercised during the financial year and the total number of warrants that remain unexercised is 121,658,400. The warrants 2025/2030 will expire on 2 November 2030.

The salient features of the warrants are as follows:

- (i) Each warrants entitles the registered holder at any time during the exercise period to subscribe for one new ordinary shares in the Company at an exercise price of RM0.59.
- (ii) The warrants shall be exercisable at any time within the period commencing from and inclusive the date of issue of the warrants and ending on the date immediately preceding the fifth (5th) anniversary of the date of issue, or if such day is not a Market day, then it shall be the Market Day immediately preceding the said non-Market Day.
- (iii) All new ordinary shares to be issued arising from the exercise of the warrants, shall upon allotment and issue, rank in all respects with the existing ordinary shares, save and except that such new ordinary shares shall not be entitled to any dividends, rights, allotments and/or other distributions, at the entitlement date of which is prior to the date of the allotment of these new ordinary shares.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 29. RELATED PARTY DISCLOSURES

(a) Identities of related parties

Parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the party are subject to common control or common significant influence. Related parties could be individuals or other entities.

Related parties of the Group include:

- (i) Direct subsidiaries of the Group; and
  - (ii) Key management personnel are defined as those persons having the authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. The key management personnel include the Executive Directors of the Group.
- (b) In addition to the transactions and balances detailed elsewhere in the financial statements, the Group and the Company have the following transactions with related parties during the financial year:

	<b>Group</b>		<b>Company</b>	
	<b>2026</b>	<b>2025</b>	<b>2026</b>	<b>2025</b>
	<b>RM</b>	<b>RM</b>	<b>RM</b>	<b>RM</b>
<b>Subsidiaries:</b>				
Management fee from:				
- KFESB	-	-	(688,080)	(327,496)
- PPISB	-	-	(342,840)	(243,352)
- KEPL	-	-	(311,784)	(344,912)
<hr/>				
<b>Related parties:</b>				
Rental expenses:				
- Bestari Selatan Sdn. Bhd.	550,221	293,400	-	-
Purchase of plant and equipment:				
- Bestari Selatan Sdn. Bhd.	3,800	-	-	-
Professional fees:				
- P&D Planners Sdn. Bhd.	61,560	-	-	-
- Syed Alwi, Ng & Co	83,936	-	-	-
<hr/>				

Any balance of the above subsidiaries or related parties are disclosed in Note 12 and 19 to the financial statements.

The related party transactions described above were carried out based on negotiated terms and conditions and mutually agreed with the related parties.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 29. RELATED PARTY DISCLOSURES (continued)

(c) Compensation of key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the entity, directly and indirectly, including any Director (whether executive or otherwise) of the Group and of the Company.

The remuneration of Directors and other members of key management during the financial year was as follows:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Salaries, bonus and allowances	3,169,561	2,630,359	351,077	234,985
Defined contribution plans	342,994	287,469	41,194	27,047
Other emoluments	8,009	5,024	1,393	870
	3,520,564	2,922,852	393,664	262,902
Directors' fee	306,000	250,666	306,000	250,666
Estimated monetary value of benefit-in-kind	256,112	262,180	23,950	-
	4,082,676	3,435,698	723,614	513,568

### 30. OPERATING SEGMENTS

The Group has arrived at three (3) (2025: three (3)) reportable segments that are organised and managed separately based on information reported internally to the Management and the Board of Directors. The reportable segments are summarised as follows:

Underground utilities engineering	Provision of underground utilities engineering solutions.
Manufacturing and trading	Manufacturing and trading of HDPE pipes.
Others	Investment holding.

The accounting policies of operating segments are the same as those described in the notes to financial statements. The Group evaluates performance on the basis of profit or loss from operations before tax.

Inter-segment revenue is priced along the same lines as sales to external customers and is eliminated in the consolidated financial statements. These policies have been applied consistently throughout the current and previous financial year.

Segment assets exclude tax assets. Segment liabilities exclude current tax liabilities and deferred tax liabilities. Even though borrowings arise from financing activities rather than operating activities, they are allocated to the segments based on relevant factors. Details are provided in the reconciliations from segment assets and liabilities to the position of the Group.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 30. OPERATING SEGMENTS (continued)

2026	Underground utilities engineering RM	Manufacturing and trading RM	Others RM	Total RM
<b>Revenue</b>				
Total revenue	189,020,040	38,356,521	2,755,261	230,131,822
Inter-segment revenue	(2,387,083)	(17,380,184)	(1,342,704)	(21,109,971)
<b>Revenue from external customers</b>	186,632,957	20,976,337	1,412,557	209,021,851
Interest income	186,626	32,666	29,494	248,786
Finance costs	(2,044,099)	(290,514)	-	(2,334,613)
Amortisation of deferred income	16,095	7,464	-	23,559
Depreciation:				
- Property, plant and equipment	(2,175,362)	(293,312)	(13,302)	(2,481,976)
- Right-of-use assets	(2,451,146)	(103,766)	-	(2,554,912)
<b>Segment profit before tax</b>	24,537,099	4,499,865	(11,662,085)	17,374,879
Tax expense	(6,705,644)	(1,131,653)	(69,099)	(7,906,396)
<b>Other material non-cash items:</b>				
Net reversal on impairment of receivables and contract assets	47,121	-	-	47,121
Property, plant and equipment written off	(146,020)	(2,519)	-	(148,539)
Right-of-use assets written off	(106,353)	-	-	(106,353)
<b>Segment assets</b>	133,973,895	43,477,783	52,596,298	230,047,976
Additions:				
- Property, plant and equipment	11,403,079	20,640,160	138,147	32,181,386
- Right-of-use assets	4,038,127	-	-	4,038,127
<b>Segment liabilities</b>	65,769,816	25,037,768	575,806	91,383,390

# NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

## 30. OPERATING SEGMENTS (continued)

2025	<b>Underground utilities engineering RM</b>	<b>Manufacturing and trading RM</b>	<b>Others RM</b>	<b>Total RM</b>
<b>Revenue</b>				
Total revenue	148,529,781	37,220,018	915,760	186,665,559
Inter-segment revenue	(959,791)	(14,765,866)	(915,760)	(16,641,417)
<b>Revenue from external customers</b>	147,569,990	22,454,152	-	170,024,142
Interest income	136,287	31,276	153,183	320,746
Finance costs	(1,654,501)	(287,802)	-	(1,942,303)
Amortisation of deferred income	16,095	3,732	-	19,827
Depreciation:				
- Property, plant and equipment	(1,396,755)	(251,869)	-	(1,648,624)
- Right-of-use assets	(2,597,397)	(101,641)	-	(2,699,038)
<b>Segment profit before tax</b>	25,716,218	5,394,155	(916,135)	30,194,238
Tax expense	(6,076,325)	(1,090,939)	(55,039)	(7,222,303)
<b>Other material non-cash items:</b>				
Net reversal on impairment of receivables and contract assets	904,413	-	-	904,413
Property, plant and equipment written off	(85,538)	(1,136)	-	(86,674)
<b>Segment assets</b>	106,115,646	21,393,010	52,247,479	179,756,135
Additions:				
- Property, plant and equipment	9,417,922	2,181,282	-	11,599,204
- Right-of-use assets	1,925,976	103,800	-	2,029,776
<b>Segment liabilities</b>	53,124,190	7,387,570	432,242	60,944,002

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 30. OPERATING SEGMENTS (continued)

- (a) Reconciliations of reportable segment assets and liabilities to the corresponding amounts of the Group are as follows:

	Group	
	2026 RM	2025 RM
<b>Assets</b>		
Total assets for reportable segments	230,047,976	179,756,135
Current tax assets	73,716	4,961
<b>Total assets</b>	<b>230,121,692</b>	<b>179,761,096</b>
<b>Liabilities</b>		
Total liabilities for reportable segments	91,383,390	60,944,002
Deferred tax liabilities	2,055,379	1,906,496
Current tax liabilities	3,235,602	3,812,981
<b>Total liabilities</b>	<b>96,674,371</b>	<b>66,663,479</b>

- (b) Geographical segments

The business activities of the Group are predominantly located in Malaysia and Singapore.

The revenue disclosed in geographical segments is based on the geographical location of its customers. The following table provides an analysis of the Group's revenue by geographical segments:

	Group	
	2026 RM	2025 RM
<b>Revenue from external customers</b>		
Malaysia	184,252,677	144,264,524
Singapore	24,769,174	25,759,618
	<b>209,021,851</b>	<b>170,024,142</b>

Segment assets are based on the geographical location of the assets of the Group. The geographical assets do not include tax assets.

	Group	
	2026 RM	2025 RM
<b>Locations of the assets</b>		
Malaysia		
- Non-current asset	50,675,222	21,718,218
- Current asset	141,159,708	122,636,238
	<b>191,834,930</b>	<b>144,354,456</b>
Singapore		
- Non-current asset	12,445,117	11,540,785
- Current asset	25,767,929	23,860,894
	<b>38,213,046</b>	<b>35,401,679</b>
	<b>230,047,976</b>	<b>179,756,135</b>

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 31. FINANCIAL INSTRUMENTS

(a) Capital management

The primary objective of the capital management of the Group is to ensure that the Group would be able to continue as a going concern and to maintain an optimal capital structure so as to maximise shareholder's value. The overall strategy of the Group remains unchanged from that in the previous financial year.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. In order to maintain or adjust the capital structure, the Group may adjust the dividend payout to shareholders. No changes were made in the objectives, policies or processes during the financial year ended 28 February 2026 and 28 February 2025.

The gearing ratio of the Group are as follows:

	<b>Group</b>	
	<b>2026</b>	<b>2025</b>
	<b>RM</b>	<b>RM</b>
Borrowings	46,074,718	30,880,718
Lease liabilities owing to financial institutions	3,987,985	5,334,173
	<hr/> 50,062,703	<hr/> 36,214,891
Total equity	133,447,321	113,097,617
Gearing ratio	<hr/> 38%	<hr/> 32%

The Group is not subject to any other externally imposed capital requirements.

(b) Categories of financial instruments

	<b>Group</b>		<b>Company</b>	
	<b>2026</b>	<b>2025</b>	<b>2026</b>	<b>2025</b>
	<b>RM</b>	<b>RM</b>	<b>RM</b>	<b>RM</b>
<b>Financial assets</b>				
<b>Amortised cost</b>				
Trade and other receivables, net of prepayments	54,077,162	47,262,646	24,530,726	22,913,649
Cash and bank balances	15,593,606	25,070,998	194,236	3,844,931
	<hr/> 69,670,768	<hr/> 72,333,644	<hr/> 24,724,962	<hr/> 26,758,580
<b>Financial liabilities</b>				
<b>Amortised cost</b>				
Borrowings	46,074,718	30,880,718	-	-
Trade and other payables	29,888,544	20,836,845	291,601	764,311
	<hr/> 75,963,262	<hr/> 51,717,563	<hr/> 291,601	<hr/> 764,311

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 31. FINANCIAL INSTRUMENTS (continued)

- (c) Methods and assumptions used to estimate fair value

The fair values of financial assets and financial liabilities are determined as follows:

Financial instruments that are not carried at fair values and whose carrying amounts are a reasonable approximation of fair values

The carrying amounts of financial assets and financial liabilities such as trade and other receivables, trade and other payables and interest-bearing borrowings, are reasonable approximation of fair values due to their short-term nature or that they are re-priced to market interest rates or near the end of the reporting period.

The carrying amounts of the borrowings are reasonable approximation of fair values due to the insignificant impact of discounting.

- (d) Fair value hierarchy

As at the end of the reporting period, the Group has no financial instruments that are measured at fair value subsequent to initial recognition hence fair value hierarchy is not presented.

### 32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The financial risk management objectives of the Group are to optimise value creation for its shareholder whilst minimising the potential adverse impact arising from credit risk, liquidity and cash flow risk, interest rate risk and foreign currency risk.

The financial risk management is carried out through risk review programmes, internal control systems, insurance programmes and adherence to the financial risk management policies of the Group. The exposure of the Group to financial risks and the management of the related exposures are as follows:

- (a) Credit risk

Cash deposits and trade receivables could give rise to credit risk which requires the loss to be recognised if a counter party fails to perform as contracted. It is the policy of the Group to monitor the financial standing of these counter parties on an ongoing basis to ensure that the Group is exposed to minimal credit risk.

The Group's primary exposure to credit risk arises through its trade and other receivables and contracts assets. The Group's trading terms with its customers are mainly on credit. The credit period are disclosed in Notes 11 and 12 to the financial statements respectively. Each customer has a maximum credit limit and the Group seeks to maintain strict control over its outstanding receivables via a credit control officer to minimise credit risk. Overdue balances are reviewed regularly by senior management.

#### Credit risk concentration profile

The Group determine concentration of credit risk by identifying and monitoring any significant long outstanding balance owing by any major customer or counter party on an on-going basis.

The Group's major concentration of credit risk relates to the amounts owing by three (3) customers (2025: 4 customers) which constituted approximately 48% (2025: 78%) of its trade receivables at the end of the reporting period.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(b) Liquidity and cash flow risk

Liquidity risk arises from the Group's management of working capital. It is the risk that the Group would encounter difficulty in meeting its financial obligations when due.

The Group monitors and maintains a level of cash and bank balances deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows. The maximum exposure in relation to guarantee extended to third party as disclosed in Note 26(b) to the financial statements.

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the liabilities of the Group and of the Company at the end of each reporting period based on contractual undiscounted repayment obligations.

	<b>On demand or within one year RM</b>	<b>One to five years RM</b>	<b>Over five years RM</b>	<b>Total RM</b>
<b>2026</b>				
<b>Group</b>				
<b>Financial liabilities</b>				
Trade and other payables	29,888,544	-	-	29,888,544
Borrowings	33,908,802	6,740,230	10,929,741	51,578,773
Lease liabilities	3,273,188	4,669,651	458,593	8,401,432
	<b>67,070,534</b>	<b>11,409,881</b>	<b>11,388,334</b>	<b>89,868,749</b>
<b>Company</b>				
<b>Financial liability</b>				
Other payables and accruals	291,601	-	-	291,601
<b>2025</b>				
<b>Group</b>				
<b>Financial liabilities</b>				
Trade and other payables	20,836,845	-	-	20,836,845
Borrowings	28,858,077	2,001,429	222,609	31,082,115
Lease liabilities	3,392,877	4,906,213	339,450	8,638,540
	<b>53,087,799</b>	<b>6,907,642</b>	<b>562,059</b>	<b>60,557,500</b>
<b>Company</b>				
<b>Financial liability</b>				
Other payables and accruals	764,311	-	-	764,311

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(c) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instruments would fluctuate because of changes in market interest rates.

The Group's exposure to market risk for changes in interest rates relates primarily to the interest-earnings deposits placed with a licensed bank and interest-bearing borrowings. The Group does not use derivative financial instruments to hedge its risk.

The following table sets out the carrying amount, the weighted average effective interest rates as at the end of the reporting year and the remaining maturities of the Group's financial instruments that are exposed to interest rate risk:

	Note	Weighted average effective interest rate	Within one year	One to five years	More than five years	Total
		%	RM	RM	RM	RM
<b>2026 Group</b>						
<b>Fixed rates</b>						
Deposits with licensed bank	13	2.14	6,757,470	-	-	6,757,470
Term loans	18	4.29	(298,696)	(696,888)	(62,973)	(1,058,557)
<b>Floating rates</b>						
Trade financing	18	4.26	(31,725,177)	-	-	(31,725,177)
Term loans	18	5.20	(1,168,900)	(3,808,344)	(8,313,740)	(13,290,984)
<b>2025 Group</b>						
<b>Fixed rates</b>						
Deposits with licensed bank	13	2.93	9,215,800	-	-	9,215,800
Term loans	18	4.16	(599,361)	(591,032)	(98,162)	(1,288,555)
<b>Floating rates</b>						
Trade financing	18	4.72	(27,665,877)	-	-	(27,665,877)
Term loans	18	4.57	(478,794)	(1,333,788)	(113,704)	(1,926,286)
<b>Company</b>						
<b>Fixed rates</b>						
Deposits with licensed bank	13	3.45	3,550,000	-	-	3,550,000

## NOTES TO THE FINANCIAL STATEMENTS (continued)

28 FEBRUARY 2026

### 32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(c) Interest rate risk (continued)

Sensitivity analysis for interest rate risk

The following table demonstrates the sensitivity analysis of the Group if interest rates at the end of reporting period changed by one hundred (100) basis points with all other variables held constant:

	<b>Group</b>	
	<b>2026</b>	<b>2025</b>
<b>Profit after tax and equity</b>	<b>RM</b>	<b>RM</b>
- Increased by 1% (2025: 1%)	(342,100)	(224,900)
- Decreased by 1% (2025: 1%)	342,100	224,900

(d) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of the Group's financial instruments would fluctuate because of changes in foreign exchange rates.

The Group has assets and liabilities together with expected cash flows from anticipated transactions denominated in foreign currencies that give rise to foreign exchange exposures.

The Group is also exposed to foreign currency risk on sales and purchases that are denominated in currencies other than the respective functional currencies of the entities within the Group.

The following table demonstrates the sensitivity analysis of the profit after tax of the Group to a reasonably possible change in the Singapore Dollar ("SGD") exchange rate against the functional currency of the Group, with all other variables held constant:

	<b>Group</b>	
	<b>2026</b>	<b>2025</b>
<b>Profit after tax and equity</b>	<b>RM</b>	<b>RM</b>
SGD/RM - strengthen by 5% (2025: 5%)	208,400	543,500
- weaken by 5% (2025: 5%)	(208,400)	(543,500)

## DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Rule 9.25A of the ACE Market Listing Requirements of Bursa Securities, 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

	<b>Group</b>	
	<b>28.2.2026</b>	<b>28.2.2025</b>
	<b>RM</b>	<b>RM</b>
<b>Total income</b>		
Revenue	209,021,851	170,024,142
Interest income	248,786	320,746
Other income	1,029,770	630,532
<b>Total</b>	<b>210,300,407</b>	<b>170,975,420</b>
<b>Total assets</b>	<b>230,121,692</b>	<b>179,761,096</b>

### (b) Business Activities

	<b>Group</b>	
	<b>28.2.2026</b>	<b>28.2.2025</b>
	<b>RM</b>	<b>RM</b>
<b>Shariah Non-Compliant Activities</b>		
Interest income (Conventional)	193,868	143,551
<b>Total</b>	<b>193,868</b>	<b>143,551</b>

### (c) Component of Financial Position

#### i. Cash Component

	<b>Group</b>	
	<b>28.2.2026</b>	<b>28.2.2025</b>
	<b>RM</b>	<b>RM</b>
<b>Islamic Account/Instruments</b>		
Cash at bank (exclude cash in hand)	334,910	425,741
Cash in hand	471,600	236,692
Deposits with licensed banks	1,110,996	4,399,636
<b>Total</b>	<b>1,917,506</b>	<b>5,062,069</b>
<b>Conventional Account/Instruments</b>		
Cash at bank (exclude cash in hand)	8,029,626	15,192,765
Deposits with licensed banks	5,646,474	4,816,164
<b>Total</b>	<b>13,676,100</b>	<b>20,008,929</b>

## DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (continued)

### (c) Component of Financial Position (continued)

#### ii. Debt Component

	Group	
	28.2.2026 RM	28.2.2025 RM
<b>Islamic Financing</b>		
<b>Current</b>		
Term financing	566,907	485,914
Bank borrowings	18,930,461	12,448,408
Islamic hire purchase payables	173,696	380,080
<b>Non-Current</b>		
Term financing	1,099,015	1,297,104
Islamic hire purchase payables	-	173,696
<b>Total</b>	<b>20,770,079</b>	<b>14,785,202</b>
<b>Conventional Borrowing</b>		
<b>Current</b>		
Term loans	900,689	592,241
Bank borrowings	12,794,716	15,217,469
Hire purchase payables	1,649,468	1,865,125
<b>Non-Current</b>		
Term loans	11,782,930	839,582
Hire purchase payables	2,164,821	2,915,272
<b>Total</b>	<b>29,292,624</b>	<b>21,429,689</b>

## ANALYSIS OF SHAREHOLDINGS

### SHARE CAPITAL AS AT 21 MAY 2026

Total Number of Issued Shares	:	912,438,000 ordinary shares fully paid
Class of shares	:	Ordinary shares
Voting rights	:	One (1) vote per ordinary share

### DISTRIBUTION OF SHAREHOLDERS ACCORDING TO STATISTICAL SUMMARY OF THE RECORD OF DEPOSITORS AS AT 21 MAY 2026

Size of shareholdings	No. of shareholders	No. of shares held	%
Less than 100 shares	88	3,870	2.836
100 to 1,000 shares	479	171,187	15.437
1,001 to 10,000 shares	1,249	6,484,230	40.251
10,001 to 100,000 shares	1,033	35,527,900	33.290
100,001 to less than 5% of issued shares	250	278,946,810	8.057
5% and above of issued shares	4	591,304,003	0.129
<b>TOTAL</b>	<b>3,103</b>	<b>912,438,000</b>	<b>100.000</b>

### LIST OF 30 LARGEST SHAREHOLDERS ACCORDING TO THE RECORD OF DEPOSITORS AS AT 21 MAY 2026

No.	Name of shareholders	No. of shares held	%
1	DATUK DR. TING KOK HWA	410,335,005	44.971
2	HIN WAI MUN	66,212,999	7.257
3	DATUK TING MENG PHENG	59,227,499	6.491
4	CHONG TUOO CHOI	55,528,500	6.086
5	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR AIA BHD.	35,224,200	3.860
6	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR CITIBANK NEW YORK (NORGES BANK 14)	22,288,800	2.443
7	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD DEUTSCHE TRUSTEES MALAYSIA BERHAD FOR EASTSPRING INVESTMENTSSMALL-CAP FUND	11,269,200	1.235
8	CIMB ISLAMIC NOMINEES (TEMPATAN) SDN BHD CIMB ISLAMIC TRUSTEE BERHAD - KENANGA SYARIAH GROWTH FUND	9,526,900	1.044
9	VINCENT WONG SOON CHOY	9,000,000	0.986
10	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD FOR KENANGA GROWTH OPPORTUNITIES FUND (50154 TR01)	8,675,250	0.951
11	MAYBANK NOMINEES (TEMPATAN) SDN BHD NATIONAL TRUST FUND (IFM KENANGA) (410196)	8,600,700	0.943
12	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD DEUTSCHE TRUSTEES MALAYSIA BERHAD FOR EASTSPRING INVESTMENTSDANA AL-ILHAM	7,671,750	0.841
13	CITIGROUP NOMINEES (TEMPATAN) SDN BHD LEMBAGA TABUNG HAJI (EASTSPRING)	6,600,600	0.723

## ANALYSIS OF SHAREHOLDINGS (continued)

### LIST OF 30 LARGEST SHAREHOLDERS ACCORDING TO THE RECORD OF DEPOSITORS AS AT 21 MAY 2026 (continued)

No.	Name of shareholders	No. of shares held	%
14	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR AIA PUBLIC TAKAFUL BHD.	6,355,500	0.697
15	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK TRUSTEES BERHAD FOR KENANGA ONEPRS GROWTH FUND (420119)	5,700,000	0.625
16	MAYBANK NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR MAYBANK ISLAMIC ASSET MANAGEMENT SDN BHD (OMNIBUS TRUST ACCOUNT FOR CLIENTS)	5,478,550	0.600
17	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB ISLAMIC TRUSTEE BERHAD FOR PMB SHARIAH EQUITY FUND	5,250,000	0.575
18	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD(MBBESGSCEQ)	5,250,000	0.575
19	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (EASTSPRINGESG)	4,575,000	0.501
20	CIMB ISLAMIC NOMINEES (TEMPATAN) SDN BHD TABUNG WARISAN NEGERI SELANGOR (AL-WARA')	4,414,200	0.484
21	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR PETROLIAM NASIONAL BERHAD (KIB)	4,243,350	0.465
22	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD DEUTSCHE TRUSTEES MALAYSIA BERHAD FOR EASTSPRING INVESTMENTS DANA DINAMIK	3,981,600	0.436
23	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (KENANGAESG)	3,812,100	0.418
24	AMANAHRAYA TRUSTEES BERHAD PMB DANA BESTARI	3,750,000	0.411
25	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD DEUTSCHE TRUSTEES MALAYSIA BERHAD FOR EASTSPRING INVESTMENTS GROWTH FUND	3,200,000	0.351
26	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD - KENANGA PREMIER FUND	3,000,000	0.329
27	LOW LI CHIEH	2,296,050	0.252
28	CIMB ISLAMIC NOMINEES (TEMPATAN) SDN BHD PMB INVESTMENT BERHAD FOR MAJLIS AMANAH RAKYAT	2,250,000	0.247
29	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK TRUSTEES BERHAD FOR KAF ISLAMIC DIVIDEND INCOME FUND (290411)	2,199,200	0.241
30	CITIGROUP NOMINEES (TEMPATAN) SDN BHD LEMBAGA TABUNG HAJI (UOB)	2,115,400	0.232

## ANALYSIS OF SHAREHOLDINGS (continued)

### SUBSTANTIAL SHAREHOLDERS AS AT 21 MAY 2026

(As per Register of Substantial Shareholders)

No.	Name of shareholders	Direct Interest	No. of shares held		
			%	Deemed Interest	%
1	DATUK DR. TING KOK HWA	410,335,005	44.971	<sup>(1)</sup> 1,927,500	0.211
2	HIN WAI MUN	66,212,999	7.257	-	-
3	DATUK TING MENG PHENG	59,227,499	6.491	-	-
4	CHONG TUOO CHOI	55,528,500	6.086	-	-

### DIRECTORS' SHAREHOLDINGS AS AT 21 MAY 2026

(As per Register of Directors' Shareholdings)

No.	Name of Directors	Direct Interest	No. of shares held		
			%	Deemed Interest	%
1	LEE CHYE TEE	-	-	-	-
2	DATUK DR. TING KOK HWA	410,335,005	44.971	<sup>(1)</sup> 1,927,500	0.211
3	HIN WAI MUN	66,212,999	7.257	-	-
4	CHONG TUOO CHOI	55,528,500	6.086	-	-
5	VINCENT WONG SOON CHOY	9,000,000	0.986	-	-
6	NG LEE THIN	375,000	0.041	-	-
7	LATHA A/P DHAMODARAN PILLAY	-	-	-	-
8	GOH LEI LEI	375,000	0.041	-	-

Note:

- <sup>(1)</sup> Deemed interested by virtue of his shareholding in Meridian Equity Sdn Bhd pursuant to Section 8(4) of the Companies Act 2016.

## ANALYSIS OF WARRANT HOLDINGS

No. of Warrant A (2025/2030)	:	121,658,400
Exercise Price	:	RM0.59
No. of Warrants exercised	:	NIL
No. of Warrants unexercised	:	121,658,400
Expiry Date	:	2 November 2030

### DISTRIBUTION OF WARRANT HOLDERS ACCORDING TO STATISTICAL SUMMARY OF THE RECORD OF DEPOSITORS AS AT 21 MAY 2026

Size of warrant holdings	No. of warrant holders	No. of warrants held	%
Less than 100 warrants	377	11,752	0.010
100 to 1,000 warrants	830	428,026	0.352
1,001 to 10,000 warrants	642	2,290,019	1.882
10,001 to 100,000 warrants	208	7,193,140	5.913
100,001 to less than 5% of issued warrants	79	32,950,060	27.084
5% and above of issued warrants	4	78,785,403	64.759
<b>TOTAL</b>	<b>2,140</b>	<b>121,658,400</b>	<b>100.000</b>

### LIST OF 30 LARGEST WARRANT HOLDERS ACCORDING TO THE RECORD OF DEPOSITORS AS AT 21 MAY 2026

No.	Name of warrant holders	No. of warrants held	%
1	DATUK DR TING KOK HWA	54,656,205	44.926
2	HIN WAI MUN	8,828,399	7.257
3	DATUK TING MENG PHENG	7,897,000	6.491
4	CHONG TUOO CHOI	7,403,799	6.086
5	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR AIA BHD.	4,140,660	3.404
6	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD DEUTSCHE TRUSTEES MALAYSIA BERHAD FOR EASTSPRING INVESTMENTSSMALL-CAP FUND	1,668,860	1.372
7	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TAY MOY KOH (SEGAMAT-CL)	1,464,980	1.204
8	VINCENT WONG SOON CHOY	1,200,000	0.986
9	MAYBANK NOMINEES (TEMPATAN) SDN BHD NATIONAL TRUST FUND (IFM KENANGA) (410196)	1,146,760	0.943
10	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR FONG KIAT KEONG (6000300)	1,016,400	0.836
11	PANG MEI MEI	930,700	0.765
12	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YEE WAI CHOW	851,000	0.700
13	MOOMOO NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR YOW HSIEN JERN	800,000	0.658

## ANALYSIS OF WARRANT HOLDINGS (continued)

### LIST OF 30 LARGEST WARRANT HOLDERS ACCORDING TO THE RECORD OF DEPOSITORS AS AT 21 MAY 2026 (continued)

No.	Name of warrant holders	No. of warrants held	%
14	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK TRUSTEES BERHAD FOR KENANGA ONEPRS GROWTH FUND (420119)	760,000	0.625
15	KOH SIONG SENG	703,000	0.578
16	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD(MBBESGSCEQ)	700,000	0.575
17	MAYBANK NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR MAYBANK ISLAMIC ASSET MANAGEMENT SDN BHD (OMNIBUS TRUST ACCOUNT FOR CLIENTS)	675,600	0.555
18	WONG SIEW KIONG	628,000	0.516
19	AMSEC NOMINEES (TEMPATAN) SDN BHD JENNY CHI	600,000	0.493
20	CIMB ISLAMIC NOMINEES (TEMPATAN) SDN BHD TABUNG WARISAN NEGERI SELANGOR (AL-WARA')	588,560	0.484
21	MAYBANK NOMINEES (TEMPATAN) SDN BHD MTRUSTEE BERHAD FOR ETHEREAL CAPITAL SDN. BHD. (INFINITY FUND) (453791)	587,460	0.483
22	BOEY THENG THENG	580,000	0.477
23	CHAN HING	574,700	0.472
24	CITIGROUP NOMINEES (TEMPATAN) SDN BHD LEMBAGA TABUNG HAJI (UOB)	500,000	0.411
25	LEONG HON WAH	500,000	0.411
26	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM YEN CHEE	500,000	0.411
27	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (EASTSPRINGESG)	430,880	0.354
28	TAN EE HUNG	420,000	0.345
29	ALICIA LEE	400,000	0.329
30	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD - KENANGA PREMIER FUND	400,000	0.329

## ANALYSIS OF WARRANT HOLDINGS (continued)

### DIRECTORS' WARRANT HOLDINGS AS AT 21 MAY 2026

(As per Register of Directors' Warrant Holdings)

No.	Name of Directors	Direct Interest	No. of warrants held	
			%	Deemed Interest %
1	LEE CHYE TEE	-	-	-
2	DATUK DR. TING KOK HWA	54,656,205	44.926	-
3	HIN WAI MUN	8,828,399	7.257	-
4	CHONG TUOO CHOI	7,403,799	6.086	-
5	VINCENT WONG SOON CHOY	1,200,000	0.986	-
6	NG LEE THIN	50,000	0.041	-
7	LATHA A/P DHAMODARAN PILLAY	-	-	-
8	GOH LEI LEI	50,000	0.041	-

## NOTICE OF THIRD ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN THAT** the Third Annual General Meeting (“3<sup>rd</sup> AGM”) of UUE Holdings Berhad will be held via physical mode at Trading Post, Ponderosa Golf & Country Club, No.3, Jalan Ponderosa 1, Taman Ponderosa, 81100 Johor Bahru, Johor on Thursday, the 30th day of July, 2026 at 9.30 a.m. for the following purposes :-

### AGENDA

#### AS 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. **(See Explanatory Note 1)**
2. To re-elect DATUK DR. TING KOK HWA, a Director retiring by rotation pursuant to Clause 133 of the Company’s Constitution. **ORDINARY RESOLUTION 1**
3. To re-elect MR CHONG TUOO CHOI, a Director retiring by rotation pursuant to Clause 133 of the Company’s Constitution. **ORDINARY RESOLUTION 2**
4. To re-elect MS GOH LEI LEI, a Director retiring by rotation pursuant to Clause 133 of the Company’s Constitution. **ORDINARY RESOLUTION 3**
5. To approve Directors’ Fees amounting to RM326,000-00 for the financial year ending 28 February 2027 payable quarterly in arrears. **ORDINARY RESOLUTION 4**
6. To approve Directors’ Benefit amounting to RM6,000-00 for four Independent Directors for the period commencing after the 3<sup>rd</sup> AGM up to the 4<sup>th</sup> AGM to be held in 2027. **ORDINARY RESOLUTION 5**
7. To re-appoint MESSRS BDO PLT, as Auditors of the Company for the financial year ending 28 February 2027 and to authorise the Directors to fix their remuneration. **ORDINARY RESOLUTION 6**

#### AS SPECIAL BUSINESS:

To consider and if thought fit, to pass the following resolutions:

8. **ORDINARY RESOLUTION AUTHORITY TO ISSUE SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016** **ORDINARY RESOLUTION 7**

“THAT subject always to the Companies Act 2016, the ACE Market Listing Requirements (“ACE LR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”), the Constitution of the Company and the approvals of the relevant government and/or regulatory authorities, the Directors be and are hereby empowered pursuant to Sections 75 and 76 of the Companies Act 2016 to issue and allot new shares in the Company at any time at such price, upon such terms and conditions, for such purposes and to such person(s) whomsoever as the Directors may in their absolute discretion deem fit and expedient in the interest of the Company, provided that the aggregate number of shares issued pursuant to this resolution does not exceed ten percent (10%) of the total number of issued shares (excluding treasury 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 AND THAT such authority shall continue to be in force until the conclusion of the next annual general meeting (“AGM”) of the Company (“General Mandate”).”

9. To transact any other business for which due notice shall have been given in accordance with the Company’s Constitution and/or the Act.

## NOTICE OF THIRD ANNUAL GENERAL MEETING (continued)

### BY ORDER OF THE BOARD

POW JULIET (MAICSA 7020821) SSM Practicing Certificate No. 202008001248  
AN YU QING (MAICSA 7076459) SSM Practicing Certificate No. 202108000205  
Secretaries

Date: 29 June 2026

#### Notes:

1. A member of the Company entitled to attend and vote is entitled to appoint another person as his proxy to exercise all or any of his rights to attend, participate, speak and vote in his stead.
2. A member of the Company may appoint not more than two (2) proxies to attend the meeting, provided that the member specifies the proportion of the members shareholdings to be represented by each proxy, failing which, the appointments shall be invalid.
3. A proxy may but need not be a member and there shall be no restriction as to the qualification of the proxy.
4. Where a member is an Authorised Nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint at least one (1) proxy in respect of each Securities Account it holds with ordinary shares of the Company standing to the credit of the said Securities Account. 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 shall be no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each omnibus account it holds.
5. The appointment of a proxy/ attorney for the 3<sup>rd</sup> AGM may be made in hard copy form or by electronic means. The duly executed instrument appointing a proxy/ attorney must be deposited or submitted in the following manner, not less than forty-eight (48) hours before the time for holding the meeting or adjourned meeting at which the person named in such instrument proposes to vote, or, in the case of a poll, not less than twenty-four (24) hours before the time appointed for the taking of the poll, and in default the instrument of proxy shall not be treated as valid:
  - (i) **In hard copy form (for Individual and/or Corporate member)**  
In the case of an appointment made in hard copy form, the duly executed Form of Proxy must be deposited with the Share Registrar of the Company, AscendServ Capital Markets Services Sdn. Bhd.'s ("ACM") office at Office Suite No. 603 Block C, Pusat Dagangan Phileo Damansara 1, No. 9, Jalan 16/11, Off Jalan Damansara, 46350 Petaling Jaya, Selangor Darul Ehsan;  
Attorney(s) appointed by Power of Attorney **MUST** deposit their **ORIGINAL** Power of Attorney or a **NOTARIALY CERTIFIED COPY** thereof with the Share Registrar of the Company at ACM's office; **OR**
  - (ii) **By electronic means via Dvote Online (for Individual member only)**  
The Form of Proxy can be electronically lodged with the Share Registrar of the Company via Dvote Online website at <https://www.dvote.my>.
6. An instrument appointing a proxy shall in the case of an individual, be signed by the appointor or by his attorney duly authorised in writing and in the case of a corporation, be either under its common seal or signed by its attorney or in accordance with the provision of its constitution or by an officer duly authorised on behalf of the corporation.
7. In respect of deposited securities, only members whose names appear on the Record of Depositors on 21 July 2026, shall be eligible to attend the meeting or appoint proxy(ies) to attend and/or vote on his behalf.

## NOTICE OF THIRD ANNUAL GENERAL MEETING (continued)

### Explanatory Notes:

#### Ordinary Business:

1. Item 1 of the Agenda - Audited Financial Statements for the year ended 28 February 2026  
This agenda item is meant for discussion only and do not require a formal approval of the shareholders and hence, is not put forward for voting.
2. Item 5 of the Agenda - Directors' Fees for the financial year ending 28 February 2027  
The proposed Ordinary Resolution 4, if passed, will facilitate the payment of Directors' Fees of RM326,000-00 to the Executive Directors and Independent Directors for financial year ending 28 February 2027 payable quarterly in arrears.
3. Item 6 of the Agenda - Directors' Benefit for the period after 2026 Annual General Meeting up to 2027 Annual General Meeting  
The proposed Ordinary Resolution 5, if passed will authorise the payment of Directors' Benefit of RM6,000-00 comprised of meeting attendance of RM300 per day for each Independent Director for the period after 2026 Annual General Meeting up to 2027 Annual General Meeting.

#### Special Business:

4. Item 8 of the Agenda - Authority to Issue Shares Pursuant to Sections 75 and 76 of the Companies Act 2016  
The proposed Ordinary Resolution 7, if passed, will enable the Directors to take swift action in case of a need to issue and allot new shares in the Company and such authority shall continue to be in force until the conclusion of the next annual general meeting of the Company. The general mandate is to provide flexibility to the Company to issue new shares without the need to convene separate general meeting to obtain its shareholders' approval so as to avoid incurring additional costs and time. The Board of Directors of the Company is of the view that the general mandate is in the best interest of the Company. As at the date of this Notice, there is no decision to issue new shares. Should there be a decision to issue new shares after the authorisation is sought, the Company will make an announcement of the actual purpose and utilisation of proceeds arising from such issuance of shares.

### Voting by Poll

Pursuant to Rule 8.31A of the ACE LR of Bursa Securities, all resolutions set out in this Notice are to be voted by poll.

**FORM OF PROXY**

No. of Shares held:	
CDS Account No.:	

I/We \_\_\_\_\_ (NRIC No. \_\_\_\_\_) of (full address) \_\_\_\_\_  
 \_\_\_\_\_ a member / members of UUE HOLDINGS BERHAD hereby appoint

<b>Name of Proxy</b> (Full Name)	<b>NRIC No. / Passport No</b>	<b>% of Shareholding to be Represented</b> (Refer to Note 2)
<b>Address</b>		

\*and/or failing him/her

<b>Name of Proxy</b> (Full Name)	<b>NRIC No. / Passport No</b>	<b>% of Shareholding to be Represented</b> (Refer to Note 2)
<b>Address</b>		

as \*my/our proxy to vote for \*me/us and on \*my/our behalf at the 3<sup>rd</sup> Annual General Meeting ("3<sup>rd</sup> AGM") of the Company to be held on Thursday, the 30<sup>th</sup> day of July, 2026 at 9.30 a.m. held at Trading Post, Ponderosa Golf & Country Club, No.3, Jalan Ponderosa 1, Taman Ponderosa, 81100 Johor Bahru, Johor and at every adjournment thereof to vote as indicated below in respect of the following Resolutions:-

<b>ORDINARY BUSINESS</b>		<b>FOR</b>	<b>AGAINST</b>
Ordinary Resolution 1	Re-election of DATUK DR. TING KOK HWA as a Director of the Company		
Ordinary Resolution 2	Re-election of MR CHONG TUOO CHOI as a Director of the Company		
Ordinary Resolution 3	Re-election of MS GOH LEI LEI as a Director of the Company		
Ordinary Resolution 4	To approve the payment of Directors' Fees for financial year ending 28 February 2027 payable quarterly in arrears		
Ordinary Resolution 5	To approve the payment of Directors' Benefit for the period commencing after the 3 <sup>rd</sup> AGM up to the 4th AGM to be held in 2027		
Ordinary Resolution 6	Re-appointment of MESSRS BDO PLT as Auditors of the Company		
<b>SPECIAL BUSINESS</b>			
Ordinary Resolution 7	Authority to allot and issue shares pursuant to Section 75 and 76 of the Companies Act, 2016.		

(Please indicate with a "X" in the space provided above on how you wish your vote to be cast. If you do not do so, the proxy will vote or abstain from voting at his discretion.)

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2026

No. of Shares held:	
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.....  
 Signature of member/s

**Note:**

1. A member of the Company entitled to attend and vote is entitled to appoint another person as his proxy to exercise all or any of his rights to attend, participate, speak and vote in his stead.
2. A member of the Company may appoint not more than two (2) proxies to attend the meeting, provided that the member specifies the proportion of the members shareholdings to be represented by each proxy, failing which, the appointments shall be invalid.
3. A proxy may but need not be a member and there shall be no restriction as to the qualification of the proxy.
4. Where a member is an Authorised Nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint at least one (1) proxy in respect of each Securities Account it holds with ordinary shares of the Company standing to the credit of the said Securities Account. 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 shall be no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each omnibus account it holds.
5. The appointment of a proxy/ attorney for the 3rd AGM may be made in hard copy form or by electronic means. The duly executed instrument appointing a proxy/ attorney must be deposited or submitted in the following manner, not less than forty-eight (48) hours before the time for holding the meeting or adjourned meeting at which the person named in such instrument proposes to vote, or, in the case of a poll, not less than twenty-four (24) hours before the time appointed for the taking of the poll, and in default the instrument of proxy shall not be treated as valid:
  - (i) **In hard copy form (for Individual and/or Corporate member)**  
In the case of an appointment made in hard copy form, the duly executed Form of Proxy must be deposited with the Share Registrar of the Company, AscendServ Capital Markets Services Sdn. Bhd.s ("ACM") office at Office Suite No. 603 Block C, Pusat Dagangan Phileo Damansara 1, No. 9, Jalan 16/11, Off Jalan Damansara, 46350 Petaling Jaya, Selangor Darul Ehsan; Attorney(s) appointed by Power of Attorney **MUST** deposit their **ORIGINAL** Power of Attorney or a **NOTARIALLY CERTIFIED COPY** thereof with the Share Registrar of the Company at ACM's office; **OR**
  - (ii) **By electronic means (for Individual member only)**  
The Form of Proxy can be electronically lodged with the Share Registrar of the Company via Dvote Online website at <https://www.dvote.my>.
6. An instrument appointing a proxy shall in the case of an individual, be signed by the appointor or by his attorney duly authorised in writing and in the case of a corporation, be either under its common seal or signed by its attorney or in accordance with the provision of its constitution or by an officer duly authorised on behalf of the corporation.
7. In respect of deposited securities, only members whose names appear on the Record of Depositors on 21 July 2026, shall be eligible to attend the meeting or appoint proxy(ies) to attend and/or vote on his behalf.

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AFFIX  
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The Share Registrar

**UUE HOLDINGS BERHAD**

Registration No. 202201026669 (1472366-A)

Office Suite No. 603 Block C,  
Pusat Dagangan Phileo Damansara 1,  
No. 9, Jalan 16/11, Off Jalan Damansara,  
46350 Petaling Jaya, Selangor.

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