CORPORATE STRUCTURE

EVERSENDAI CORPORATION BERHAD (200301011640 (614060-A))

Eversendai Construction WLL (Kuwait)	
EVS Construction LLC (Dubai, UAE)	
Eversendai Engineering LLC (Dubai, UAE)	
Eversendai Engineering Qatar WLL (Qatar)	
Eversendai Engineering LLC (Abu Dhabi, UAE)	
Eversendai Engineering FZE (Sharjah, UAE)	
Eversendai Mega Structure FZ-LLC (Ras Al Khaimah, UAE)	
Eversendai Engineering Saudi LLC (Saudi Arabia)	
Eversendai Construction (S) Pte Ltd (Singapore)	Eversendai Construction Pvt Ltd (Chennai, India)
Eversendai Engineering Pte Ltd (Singapore)	
Eversendai Engineering Sdn Bhd (Malaysia)	
Eversendai Offshore Sdn Bhd (Malaysia)	Eversendai Offshore RMC FZE (Ras Al Khaimah, UAE)
Eversendai Constructions (M) Sdn Bhd (Malaysia)	Eversendai Engineering Pvt Ltd (Sri Lanka)
ECB Properties Sdn Bhd (Malaysia)	
Eversendai Resources Sdn Bhd (Malaysia)	Eversendai Construction Limited (Saudi Arabia)
Vahana Construction M (SARL) (Morocco)	

BOARD OF DIRECTORS

Tan Sri Dato' Nathan A/L Elumalay
(Executive Chairman & Group Managing Director)

Tan Sri Dato' Nathan A/L Elumalay (Male), age 70, a Malaysian, was appointed to the Board of Directors of the Company on 12 August 2004 and is presently the Executive Chairman and Group Managing Director.

Other posts held in external company(ies): NIL

Tan Sri Dato' Nathan A/L Elumalay, the founder of Eversendai, built the Company from a modest structural steel erection company in Malaysia to one of the world's most sought-after integrated structural steel turnkey contractor. His sheer drive, focus, determination, keen enthusiasm and acute attention to fine details adhering to core values of workplace safety, quality workmanship and timely delivery is the driving power behind the development of the Eversendai Group globally.

Under his leadership, the Company grew from strength to strength and spread its business from Malaysia to Southeast Asia, India, the Middle East and North Africa. Some of the prominent structures built by Eversendai over the course of more than three (3) decades of operations include the Petronas Twin Towers (Tower 2), Kuala Lumpur International Airport, Merdeka PNB 118, Burj Al Arab, Burj Khalifa, Doha International Airport and Capital Gate Tower in Abu Dhabi. He was also instrumental in establishing Eversendai's steel fabrication facilities in Rawang, Dubai, Sharjah, Ras Al-Khaimah, Doha and Trichy. Eversendai produces a combined annual capacity exceeding 200,000 tonnes. Today, Eversendai has approximately 11,000 employees in 6 countries.

His charismatic hands-on approach to business and the construction industry has earned him many accolades.

Some notable ones are the Malaysian Entrepreneur of the Year 2008 from Ernst & Young, the CEO of the Year Award in 2008 by CIDB and the Lifetime Achievement Award for Leadership in Construction Industry by the World Chinese Economic Forum in 2015. Tan Sri is also a prolific speaker and is often invited to deliver speeches at various seminars, forums, universities and conferences.

Tan Sri Dato' Nathan is an indirect substantial shareholder of the Company by virtue of his direct interest in Vahana Holdings Sdn. Bhd., a substantial shareholder of the Company, pursuant to Section 8 of the Companies Act 2016.

Tan Sri Dato' Nathan is not a member of any Board Committees of the Company. He attended all five (5) Board meetings held during the financial year ended 31 December 2025.

BOARD OF DIRECTORS *(Cont'd)*

Mr. Narishnath A/L Nathan
(Executive Director & Deputy Group Managing Director)

Mr. Narishnath A/L Nathan (Male), aged 43, a Malaysian, was appointed to the Board of Directors of the Company on 26 May 2010 and is presently the Executive Director.

Other posts held within the Company: Deputy Group Managing Director

Other posts held in external company(ies): NIL

Mr. Narishnath A/L Nathan holds a Bachelor's degree in Business Information Technology (Honours) from Coventry University, United Kingdom. He has been with the Group for 21 years and has extensive professional exposure in operations, finance, business planning and project management of the Group. He first joined Eversendai in Dubai, after which he was posted to Eversendai Qatar in 2006 as its General Manager where he, amongst others, set up Eversendai's fabrication facility and managed several other major projects. He was also instrumental in securing several large contracts for Eversendai.

He was also the Country Head for the Eversendai Indian operations between 2009 to 2011 and subsequently from 2012 to 2021 as the Chief Executive Officer of the Eversendai Energy operations in the UAE. He is currently the Deputy Group Managing Director.

He is the son of Tan Sri Dato' Nathan A/L Elumalay, the Executive Chairman and Group Managing Director of Eversendai#.

Mr. Narishnath is not a member of any Board Committees of the Company. He attended all five (5) Board meetings held during the financial year ended 31 December 2025.

BOARD OF DIRECTORS *(Cont'd)*

Dato' Gan Nyap Liou @ Gan Nyap Liow
(Independent Non-Executive Director)

Dato' Gan Nyap Liou (Male), age 71, a Malaysian, was appointed to the Board Directors of the Company on 10 July 2023 and is presently an Independent Non-Executive Director.

Other posts held within the company : NIL

Other posts held in external company(ies):

1. Cloudaron Group Berhad
2. Fatfish Group Ltd (AUST)
3. Abelco Investment Group Sweden

He was with Accenture for 26 years and was member of the Global Management Council and Managing Partner ASIA. He had previously assumed board roles in several publicly listed companies, including Maybank Investment Bank Berhad, AMMB Holdings Berhad, Tanjong PLC, iProperty Ltd (Aust), 8Common Ltd (Aust) and Catcha Digital Berhad. Today, he continues to sit on the Boards of Cloudaron Group Berhad, Fatfish Group Ltd (AUST) and Abelco Investment Group Sweden.

Dato' Gan attended all five (5) Board meetings held during the financial year ended 31 December 2025

BOARD OF DIRECTORS *(Cont'd)*

Puan Nazariah binti Ibrahim
(Independent Non-Executive Director)

Puan Nazariah binti Ibrahim (Female), age 65, a Malaysian, was appointed to the Board of Directors of the Company on 30 December 2019 and is presently an Independent Non-Executive Director.

Other posts held within the company : NIL

Other posts held in external company(ies): NIL

Puan Nazariah is a Fellow Member of the Association of Chartered Certified Accountants and a Member of the Malaysian Institute of Accountants (MIA). She held various positions in Tenaga Nasional Berhad since 1 October 1982.

Her last position held was Group Accountant from 1 March 2014 to 28 February 2017, and she was also an Independent Non-Executive Director of Ipmuda Berhad from 28 September 2018 to 26 December 2019.

Puan Nazariah attended all five (5) Board meetings held during the financial year ended 31 December 2025.

Dato' Azlan Bin Abu Rais @ A Rais Al Noah
(Independent Non-Executive Director)

Dato' Azlan Bin Abu Rais @ A Rais Al Noah (Male), 64, a Malaysian, was appointed to the Board of Directors of the Company on 19 January 2023 and presently an Independent Non-Executive Director.

Other posts held within the company : NIL

Other posts held in external company(ies):

Pernas Berhad
Provident Fiduciaries Berhad (Member of The Bin Zayed International Group)

Dato' Azlan has extensive professional exposure in the areas of capital market, finance, marketing, operations, business planning and project management within various industries over the last 33 years and contributed significantly towards providing effective management, marketing, operations, manufacturing, and financing support on start-up as well as growth stage companies. Prior to joining the Company, he was the Chief Executive Officer / Executive Director of Kenanga Capital Sdn Bhd and Kenanga Capital Islamic Sdn Bhd until July 2022 and July 2020 respectively.

Dato' Azlan attended all five (5) Board meetings held during the financial year ended 31 December 2025.

BOARD OF DIRECTORS *(Cont'd)*

Mr. Narla Srinivasa Rao
(Executive Director)

Mr. Narla Srinivasa Rao (Male), aged 58, an Indian citizen, was appointed to the Board of Directors of the Company on 26 May 2010 and is presently the Executive Director.

Other posts held within the company: Chief Operating Officer - Middle East

Other posts held in external company(ies): NIL

Mr. Narla Srinivasa Rao graduated in 1987 with a Diploma in Mechanical Engineering and has a Post Graduate Diploma in Business Administration from Manchester Business School, United Kingdom. He started his career at Century Construction Pvt Ltd, India as a Junior Engineer where he gained valuable experience in fabrication and erection of structural steelwork and in hydro/coal-fired power plant construction. Subsequently he joined Eversendai in 1993 as a Site Engineer. He held various positions within Eversendai before being appointed to his current position and has played a major role in the successful execution of several major landmark projects for Eversendai

Mr. Narla Srinivasa Rao attended all five (5) Board meetings held during the financial year ended 31 December 2025.

Notes:
- Save as disclosed, there are no family relationship between the Directors and/or major shareholders of the Company.
- None of the Directors have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.
- There was no conviction for offences other than traffic offences (if any) within the past 5 years.
- There was no public sanction or penalty imposed by relevant regulatory bodies during the financial year ended 31 December 2025.
- Details of the Directors' shareholdings in the Company are provided in the Analysis of Shareholdings section in this Annual Report.

KEY MANAGEMENT TEAM

MR. PANDIRAJAN SUBRAMANIAN
Operations Director, Malaysia & Singapore

Age: 62
Gender: Male
Nationality: Singaporean
Academic/Professional Qualification: Bachelor's Degree in Mechanical Engineering
Office Location: Singapore
Date Appointed: 12 September 1992

Mr. Pandirajan has over 36 years' experience in Structural Steel and Construction Business. Prior to joining Eversendai Singapore in September 1992, he has worked with IISC Engineers for various projects in India which includes Fabrication and Installation of Mobile Service Tower for Polar Satellite Launch Vehicle (PSLV) – Srihari Kota which is being used to assemble rockets even today and Upper Sindh Hydel Project in Kashmir. He has worked 14 years in Singapore as General Manager and successfully completed various high-rise composite structure steel buildings from 20 to 66 floors building before being transferred to Qatar for 7 years to undertake and complete Qatar's New Airport and Industrial Projects. Since then, he has been promoted to Senior General Manager cum Director and currently overseeing the Structural Steel Division in Southeast Asia and Country Head for Singapore operations. He has vast experience and technical capabilities in the structural steel industry including Data Centre Projects from inception of tender to costing, Engineering, Procurement, Fabrication, Erection until successful handover of projects.

MR. P. BASKARAN
Operations Director, United Arab Emirates

Age: 57
Gender: Male
Nationality: Indian
Academic/Professional Qualification: DME, MBA (Wolverhampton University, UK)
Office Location: Dubai, UAE
Date Appointed: 1 August 2020

Mr. P. Baskaran has over 30 years of extensive exposure and experience in the fields of Structural Steel, Plant construction, Energy, Oil & Gas and Marine sectors. He is an innovative and energetic professional with a sound knowledge in Contracts, Commercial and is highly result oriented. He began his career in Mumbai, India as an Engineer with Mukand Engineers Limited in 1990, for Erection of Structural Steel, Rolling Mill Equipment and other aspects for various rolling mill operations for integrated Steel plants. He joined Eversendai in 1994 as a Site Engineer in Malaysia and executed various projects such as high-rise buildings, roof structures, roof features, bridges, industrial and power plants across Malaysia and Singapore. He joined as Project Manager in Dubai in 2003 and since then, involved in various landmark Projects in UAE, Oman, India and Kuwait.

In 2016 he was assigned as a General Manager of our Kuwait operations followed by an assignment as Operations Director – UAE from 2019. He undertakes the operations of Structural Steel & Offshore Business Units, involving Infrastructure projects, oil & gas, marine and energy sectors. His role includes team building, making business plans, operational decisions, defining strategic goals, managing resources and evaluating the efficiency of overall Business.

MR. PALADUGU BHASKARA RAO
Operations Director, Kingdom of Saudi Arabia

Age: 57
Gender: Male
Nationality: Indian
Academic/Professional Qualification: Licensiate in Mechanical Engineering
Office Location: Riyadh, Saudi Arabia
Date Appointed: 1 January 2016

Mr. Paladugu Bhaskara Rao has 34 years of experience in structural steel fabrication and erection works. He started his career in India working on hydel power projects, penstock site fabrication, and installation works. He joined Eversendai in 1993 as a Site Engineer and was involved in the construction of various iconic buildings including malls, power plants, airports, etc. At present, he is managing the Group's Saudi Arabia operations for structural steel works which include design, connection design, fabrication and installation of complicated structures as well as fireproofing works and roofing and cladding works through specialist contractors

MR. MURALIDHARAN B
Operations Director, Qatar

Age: 53
Gender: Male
Nationality: Indian
Academic/Professional Qualification: Diploma in Civil Engineering
Office Location: Doha, Qatar
Date Appointed: 1 April 2016

Mr. Muralidharan has 29 years of experience working in various segments of the construction industry. He first started his career as a Site Engineer in India and was involved in many architectural and industrial construction sectors. He later joined Eversendai in 1996 as a site engineer and held various positions within the Group before being appointed as the General Manager. He has executed numerous landmarks and highly challenging projects across the Middle East, Malaysia and Philippines.

KEY MANAGEMENT TEAM *(Cont'd)*

MR. CHINAARAJ BABU
Tender & Proposals Director

Age: 52
Gender: Male
Nationality: Indian
Academic/Professional Qualification: DIPLOMA IN CIVIL ENGINEERING (D.C.E)
Office Location: Dubai, UAE
Date Appointed: 10 June 1996

Mr. Chinaaraj Babu has started of his career as Trainee Civil Engineer is one of India's leading company called Larsen & Toubro Ltd. ("L&T") Before he joined the Company, he has worked in various mega projects of civil structures with L&T in the southern parts of India, like stadium, bridges, and factory cum road projects. He has vast experience in various segments of construction projects such as bridges, high rise buildings, factory buildings, stadium and other commercial projects in both structural steel and civil structures experience in India.

He has executed projects from 1996 onwards in Malaysia, Philippines, Hong Kong and UAE, Saudi, and Qatar. He has held various positions from Site Engineer, Project Engineer, Site Manager, Construction Manager, Safety Manager, Fabrication Manager, Project Manager across all the above cited countries from 1996 to 2002. He has vast experience in various segments of construction projects such as bridges, high rise buildings, airports, shipyards industrial buildings, factory Buildings, shopping malls, stadiums and other commercial projects in both structural steel and civil structures experience in India, Far East Asia and Middle East.

After the successful completion of Philip Morris Project in the Philippines from 2001-2002 as Project Manager, he has been assigned as Tendering Manager for Eversendai Engineering LLC from 2003 onwards, promoted as General Manager (P&T) in 2013, where he has been in-charge of all pre-construction services such as business development, proposals / tendering, methodology development cum technical requirements of complete pre-construction, commercial negotiations and sub-contracts finalization for the entire Middle East, CIS region, Morocco, Azerbaijan, Turkey and Russia projects including special infrastructure projects in India (special projects), Sri Lanka, Malaysia (special projects), Taiwan, UK and Australia.

DR. SARAVANAN KALIAPPAN
Group Engineering Director

Age: 55
Gender: Male
Nationality: Indian
Academic/Professional Qualification: B.E. Civil, M.E. Structural, Master's in Business Administration, Ph.D.
Office Location: Chennai, India
Date Appointed: 1 June 2016

Mr. Saravanan has been with Eversendai Group for 26 years. He has handled numerous projects located in the Far East, Middle East and India. He has a wide range of experience in structural steel construction, design, construction methodology, and execution. He was managing design and engineering, special projects and business development for Eversendai India, and is currently the Group Engineering Director. Prior to joining Eversendai, he worked in the petrochemical industry for 3 years doing petrochemical plant design and engineering works.

MR. RAJAGOPAL DAMODHARAN
Fabrication Director, Sharjah

Age: 57
Gender: Male
Nationality: Indian
Academic/Professional Qualification: Diploma in Mechanical Engineering
Office Location: Sharjah, UAE
Date Appointed: August 2008

Mr. Rajagopal Damodharan has 35 years of experience in various segments of the construction industries. He started his career in heavy structural fabrication activity for 8 years and later joined an international construction company as a project engineer for a refinery project in Surat, India. In 1996 he joined Eversendai as a Senior Project Engineer and held various positions within the Group before being appointed to the current position. He has been part of the successful execution of many landmark projects in the Middle East.

KEY MANAGEMENT TEAM (Cont'd)

MR. PRABIN ROY
Group Finance Director

Age: 43
Gender: Male
Nationality: Singaporean
Academic/Professional Qualification: Bachelor's degree in accounting (Honours) University of Hertfordshire, UK
Office Location: Dubai, UAE
Date Appointed: 01 Sept 2013

Mr. Prabin Roy has been with Eversendai Group for 19 years and held various positions within the Group. He started his career in Eversendai Malaysia in 2005, subsequently seconded to Dubai, UAE in 2008 as Internal Auditor for Middle East & India for 2 years, before being seconded back to Malaysia in 2010 for the IPO of Eversendai Corporation Berhad

In 2013, he moved to Eversendai Offshore primarily heading the Accounts & Finance Department and was part of the early core team member establishing the Fabrication Facility in Ras Al Khaimah UAE, overseeing the functions of procurement, warehousing and logistic.

He is currently the Group Finance Director heading the Group's finance and treasury functions. Prior to joining Eversendai, he was with Deloitte Kassim Chan.

MR. PREMNATH KUMARAN
Group Human Resources and Administration Director

Age: 46
Gender: Male
Nationality: Malaysian
Academic/Professional Qualification: Pursuing master's in human resource management, (Certified Human Resource Management Professional, Certified Human Resource Manager and Certified Human Resource Management Consultant by American Certification Institute)
Office Location: Dubai, UAE
Date Appointed: 8 January 2009

Mr. Premnath Kumaran started his career in Eversendai since 2009 as a Human Resource ("HR") & Administration ("Admin") Executive. Subsequently, he was promoted to be Assistant Manager of HR & Admin in 2012 and HR Manager in 2015. In 2017, he was promoted to Group HR and Admin Manager, and subsequently, as the General Manager of HR and Admin. He is now the Director of Group HR and Admin, managing all the HR Managers in Eversendai Group functionally. He is the nephew of Tan Sri Dato' Nathan A/L Elumalay, the Executive Chairman and Group Managing Director.

MR. GEORGE MATHEW
General Manager - Group Procurement and Subcontracts

Age: 54
Gender: Male
Nationality: Indian
Academic/Professional Qualification: Mechanical Engineering / Chartered Engineer
Office Location: Dubai, UAE
Date Appointed: 01 May 2014

Mr. George Mathew graduated in 1992 with a degree in Mechanical Engineering and is a qualified Chartered Engineer. He has over 30 years of experience in the field of Procurement. He started his career as an apprentice in Cochin Port Trust and later Joined KSB MIL Controls Ltd, India. During his tenure in India spanning over 14 years, he gained valuable experience in manufacturing process. He managed procurement of critical components for the supply of control valves in the process industries in India and abroad with heavy emphasis on thermal/nuclear power, oil & gas, petrochemical and fertilizer sectors. Subsequently, he moved to UAE in 2007. During his stint with Maritime Industrial Services Co. Ltd. Inc. (MIS), McDermott International and Leighton Offshore, he gained extensive experience in the marine, offshore and oil & gas industry, holding several positions in procurement.

In 2014, he moved to Eversendai Offshore and is tasked with building the procurement team and leading procurement activities related to all types of EPC projects. He held various positions within Eversendai before being promoted in 2023 to his current position of General Manager - Group Procurement and Subcontracts.

Notes:

None of the Key Management has:-

- any family relationship with the Directors and/or major shareholders of the Company.
- any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.
- any conviction for offences other than traffic offences (if any) within the past 5 years.
- any public sanction or penalty imposed by relevant regulatory bodies during the financial year ended 31 December 2025.
- Details of the Key Management's shareholdings in the Company are provided in the Analysis of Shareholdings section in this Annual Report.

CHAIRMAN'S STATEMENT

Dear Valued Shareholders,

On behalf of the Board of Directors of Eversendai Corporation Berhad ("Eversendai"), I am pleased to present the Annual Report and Audited Financial Statements of Eversendai Corporation Berhad for the financial year ended 31 December 2025 (FY2025)

The year 2025 marks 41 years of our operations and we are proud of providing our services beyond excellence to our clients locally, regionally and globally. I would like to take this opportunity to record my sincere appreciation to the Board of Directors, our management team, and all our employees for their contribution, dedication and commitment to the Group and my gratitude to our financiers, our clients, our shareholders and Bursa Malaysia and Securities Commission Malaysia for their continuous support and confidence in the Group.

The year 2025 was a year of growth as the Group has achieved highest ever turnover and profits in the recent history of Eversendai, after suffering years of slump in key markets caused by the COVID-19 disruptions.

The Group continues to undertake comprehensive and thorough internal reviews of cost estimates and margins of all the ongoing projects to ensure prudent recognition of profits and further strengthening operational and management controls. Our focus has been on solidifying the business and concentrating on the geographies where we have a strong competitive advantage and where we see opportunities for growth. With new projects secured in 2025 and the overall balanced market outlook in key geographical regions in which the Group operates, the Group anticipates continued operational performance in 2026 and beyond with a strong emphasis and renewed focus on our core values.

The Group secured additional projects of RM1.3 billion in 2025 and the orderbook at the year-end stands at RM4.6 billion. While the Group maintained operational resilience throughout the FY2025, we have had to navigate significant post balance sheet developments. Following the termination of a major project in the Middle East as a subsequent event, the Group continues to move forward with a solid outstanding order book of RM2.5 billion. The current order book is representing healthier prospects for the Group after removing the uncertainties associated with escalating geopolitical tensions in the Middle East.

As we look ahead, we remain focused on our strategic objectives and are confident in our ability to navigate the evolving global business landscape. We are strategically rightsizing our operational overheads to align with our revised project load. At the same time, we remain deeply committed to driving long-term sustainable growth and delivering strong, progressive returns for our shareholders.

On behalf of the Board of Directors of Eversendai, I would like to take this opportunity to thank all our valued shareholders and stakeholders for their unwavering support.

I thank my management team and employees for their commitment, hard work and diligence. I also thank my fellow Board members for their guidance, perspectives and perseverance in carrying out their duties over the years.

Tan Sri Dato' Nathan A/L Elumalay
Executive Chairman & Group Managing Director

MANAGEMENT DISCUSSION AND ANALYSIS

Eversendai Corporation Berhad ("Eversendai") is a sought-after global organisation undertaking complex turnkey structural steel works for high-rise buildings, composite steel structures, long span structures, bridges and industrial plants. Eversendai have also expanded into the energy industries by providing detailed design, engineering, procurement, fabrication, construction and installation services for the power plant, oil & gas and offshore wind renewable energy industries, which includes process modules, jackets and piles, substation topside platforms, offshore buildings and self-propelled jack-up barges / lift boats.

We have constructed some of the world's most prestigious and iconic landmark structures such as the Petronas Twin Tower 2, Kuala Lumpur International Airport and the Merdeka PNB 118 in Malaysia which is the 2nd tallest tower in the world; the Singapore Indoor Stadium, Republic Plaza and the State Court building in Singapore; the Statue of Unity – the world's tallest statue in India; the Burj Al Arab, ICD Tower and Burj Khalifa in Dubai; Capital Gate building, Warner Bros World theme park, Abu Dhabi International Airport, Zayed National Museum and Guggenheim Museum in Abu Dhabi; Hamad International Airport, Khalifa Olympic Stadium and the National Museum in Qatar; and the Kingdom Centre, King Abdullah Petroleum Studies & Research Centre ("KAPSARC"), Public Investment Fund ("PIF") Tower and Sindalah Island Project in Saudi Arabia.

Eversendai Group has a well-established presence in the Middle East, Malaysia, Singapore and India with total employees of approximately 15,000 and seven (7) fabrication plants in Malaysia, Singapore, Dubai, Sharjah, Ras Al Khaimah, Qatar and India with a combined fabrication capacity exceeding 200,000 tonnes of steel per annum.

The Group is organised into business units and has reportable operating segments based on industry and geographical location as shown below:

- Southeast Asia
- India
- Middle East

FINANCIAL REVIEW

The Group's performance for the financial year ended 31 December 2025 ("FY2025") has seen growth, maintaining the momentum from the financial year ended 31 December 2024 FY2024. Eversendai Group is well poised to enhance the growth momentum gradually in the years to come.

Revenue

Eversendai recorded revenue of RM2,135.0 million in FY2025, which was 71.1% higher than RM1,248.0 million in FY2024. The revenue in the current financial year has seen highest growth due to progress of major new projects such as Trojena Ski Village in Saudi Arabia. Middle East contributed 74.6%, India contributed 17.7% while Southeast Asia contributed 7.8% to the revenue of the Group. Middle East continues to remain as our largest market segment.

MANAGEMENT DISCUSSION AND ANALYSIS *(Cont'd)*

FINANCIAL REVIEW (cont'd)

Profits

Eversendai recorded profit before tax ('PBT') of RM132.01 million in FY2025 as compared to PBT of RM27.35 million in FY2024. Middle East recorded PBT of RM114.15 million, Southeast Asia reported PBT of RM15.26 million and others reported PBT of RM15.04 million while India reported a Loss before tax of RM12.44 million.

Profit Per Share ("PPS") has seen significant improvement from 1.71 cents in FY2024 to 13.46 cents in FY2025

Shareholders' Equity, Assets and Dividend

The Shareholders' Funds at close of FY2025 stand at RM392.2 million against RM346.7 million in FY2024, representing an increase by 13.1%. Our net tangible assets as at 31 December 2025 are at RM252.1 million, 36.3% higher than RM184.9 million as at 31 December 2024. Net tangible assets per share stands at 0.32 cents compared against 0.24 cents in FY2024. The Board did not recommend any dividend for FY 2025 to develop a stronger financial position and to capitalise on new growth opportunities for Eversendai. The Board is confident that its approach on this issue will augur well in the years to come by continuing to create sustainable value for all our stakeholders.

REVIEW OF OPERATIONS

MIDDLE EAST

The Middle East operations are the Group's primary strength. We first set foot in this region in 1996, after winning a contract to erect the steel structures for the Burj Al Arab in Dubai, the only 7-star hotel in the world. Our key operational offices and four out of the seven fabrication facilities are also located in this region. During FY2025, this Middle East region remains our largest contributor with revenue of RM1,591.9 million, accounting for 74.6% of the total Group revenue. This reflects a year-on-year increase of 69.9% from revenue of RM937.0 million in FY2024.

We have secured 2GW Grid Connection Platform for TenneT Offshore, Germany through Dragados Offshore SAU, Spain for Lanwin2, Balwin 3 and Lanwin 4 Projects. These Offshore Wind Renewable Energy projects were awarded based on our expertise and capabilities in executing and delivering Offshore Wind Renewable Energy projects such as HKZ- Alpha & Beta Jackets for TenneT, Netherlands and Jacket & Substation Topside for Seagreen, UK.

MANAGEMENT DISCUSSION AND ANALYSIS *(Cont'd)*

REVIEW OF OPERATIONS (cont'd)

Key initiatives for Middle East:

With the current outstanding order book and the expected new project awards, there is a requirement to meet the upcoming demand by efficiently scaling up production capacity in our fabrication facilities. We continue to mobilize additional manpower, upgradation and adding additional plant and machineries, whilst being cautious of any regional geo-political developments.

United Arab Emirates ("UAE")

Currently we are executing the Wynn Al Marjan Island Resort project in Ras Al Khaimah, Fabrication and construction of blocks for 2GW Grid Connection Platforms for TenneT Offshore, Germany. Apart from this, presently all the fabrication requirements for Kingdom of Saudi Arabia (KSA) projects are being executed from the UAE and with the actively tendered projects in this region, the fabrication facilities in the UAE are expected to be operating at optimum capacity.

Completed Projects in 2025:
- Guggenheim Museum, Abu Dhabi

Key On-going Projects:
- Wynn Al Marjan Island Resort, Ras Al Khaimah
- 2GW Grid Connection platforms (Lanwin2)– TOG, Dragados, Spain
- Vahana Arjun
- NEOM Trojena Ski Village (KSA – Engineering and Fabrication)
- Qiddiya Speed Park Buildings, (KSA – Engineering and Fabrication)

Kingdom of Saudi Arabia ("KSA")

In 2025, Eversendai Construction Limited successfully received the ISO certifications 9001:2015, 14001:2015 and 45001:2018 for the scope of Structural Steel Construction and Project Management, including Design & Engineering, Fabrication, Blasting & Painting, Erection and Fireproofing works.

Completed Projects in 2025:
- NIL

Key On-going Projects:
- Neom – Trojena Ski Village
- Qiddiya Speed Park Buildings, Motorsport Experience and Exhibition Centre

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

REVIEW OF OPERATIONS (cont'd)

Qatar

We have completed the expansion project for Concourses D & E at Hamad International Airport. Currently, we are progressing the engineering and fabrication work for the NEOM Trojena Ski Village project in the Kingdom of Saudi Arabia (KSA). Additionally, we have expanded our scope of work to include fireproofing applications using our in-house resources.

Completed Projects in 2025

- North Hamad International Airport (HIA) Concourse D&E Expansion

Key On-going Projects:

- NEOM Trojena Ski Village (KSA) – Engineering, Fabrication and Fireproofing

SOUTHEAST ASIA

During FY2025, the Southeast Asia region contributed RM166.0 million in revenue, representing 7.8% of Group's revenue. This reflects a year-on-year increase of 27.5% from revenue of RM130.2 million in FY2024.

Malaysia

Eversendai Malaysia operation continues to serve as a steel structure fabrication centre mainly to support all the steel structure fabrication works undertaken by Eversendai Singapore operation.

Singapore

Eversendai Singapore has targeted mainly data centres, government projects and multi-storey steel structures projects and is well positioned to secure notable projects in 2026 and beyond.

Completed Projects in 2025

- Keppel Tower
- NEIL Road-Basement Package
- Labrador BC1 Misc Steel Package
- Labrador BC2 Office Tower Package

Key On-going Projects:

- Neil Road – Superstructure Package
- Singapore Founders' Memorial
- New Science Centre

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

REVIEW OF OPERATIONS (cont'd)

INDIA

During FY2025, the Indian region contributed to RM377.15 million, representing 17.7% of Group's revenue. This reflects a year-on-year increase of 108.6% from RM180.81 million in FY2024.

Completed Projects in 2025:

- Daicec MEP Platform
- DAIS School
- DLF Downtown 1&2- MLSP
- L&T SERES, Kattupalli

Key On-going Projects:

- Naman New Contract
- Sesen Residential
- Damani Hospital
- Lodha Sital Baug
- Rupa Crystal 31
- BKC Taisei, C65
- 30 Little Gibbs
- SCB Cuttack Hospital
- DLF Downtown 4&5
- Chennai Airport T2
- Raghava IRIS

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

OUTLOOK

The Board is cautiously optimistic that the Group's prospects and financial performance shall remain positive and favourable as we are hopeful that our plans for growth and expansion will yield greater results for all our loyal shareholders.

Sectorial and Market Specific Perspective

United Arab Emirates ("UAE")
Looking further ahead, as usual, the UAE's construction industry will continue to innovate and outclass their vision by 2030 and beyond, the integration of even more advanced technologies, such as artificial intelligence, data centres, blockchain, and autonomous construction vehicles, will become the norm. The country's commitment to sustainability will also deepen, with stricter environmental regulations and even more ambitious green building projects.

State of Qatar
Qatar National Vision (QNV) 2030 is one of the most ambitious transformations enacted by any country, and it has a US $500 billion budget to work with the private sector to create a truly self-sustaining economy. Qatar's energy reserves and stable political outlook underpin its macroeconomic stability, helping to drive the transformation of the economy under QNV 2030.

Kingdom of Saudi Arabia (KSA)
Saudi Arabia's economy is poised for significant growth in the coming years, driven by government-led initiatives aimed at reducing its dependency on oil. Moody's Investors Service projects ~4.1% growth in 2025, with an acceleration to 4.5% in 2026.

The KSA's large-scale "giga-projects," including the futuristic Qiddiya, Red Sea global, Riyadh's transformation, Jeddah Central and Diriyah funded by the Public Investment Fund, are expected to sustain growth. Additionally, infrastructure developments for major global events, such as Expo 2030 and the FIFA World Cup in 2034, will create substantial business and lending opportunities. Considering our reputation as a market leader in steel construction, we anticipate great opportunities available in KSA for Eversendai.

Singapore
Eversendai Singapore remains focused on data centres, major government developments, and large-scale composite steel structures. The business is well placed to secure a stronger order book in 2026 and beyond, supported by sustained national construction demand.

According to the Building and Construction Authority (BCA), Singapore's 2026 construction demand is projected at S$47–53 billion. Output is expected at S$43–46 billion, averaging S$44.5 billion—about 7% higher than the preliminary S$41.7 billion estimate for 2025.

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

OUTLOOK (Cont'd)

Malaysia

Malaysia's construction sector is poised for sustained expansion in 2026, supported by strong momentum in hyperscale data centre developments, major infrastructure projects, and a robust private sector development pipeline. Industry reports confirm that domestic contract awards closed 2025 at RM49.2 billion, the highest level since 2016.

Eversendai Malaysia is strategically positioned to capitalise on this multiyear uptrend by intensifying its pursuit of upcoming core-and-shell data centre opportunities. The Group continues to align its engineering, fabrication, and delivery capabilities with rising market demand.

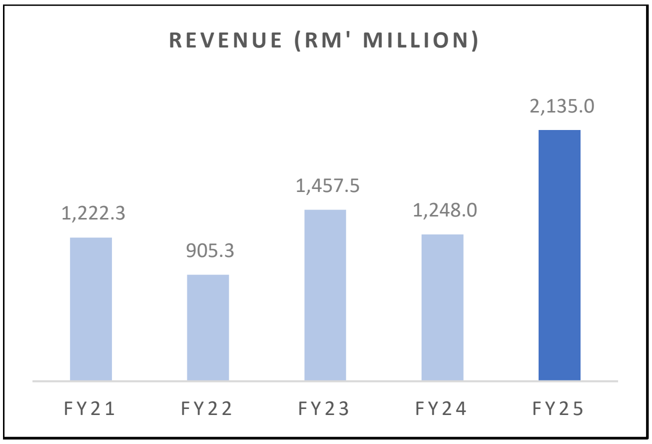
India

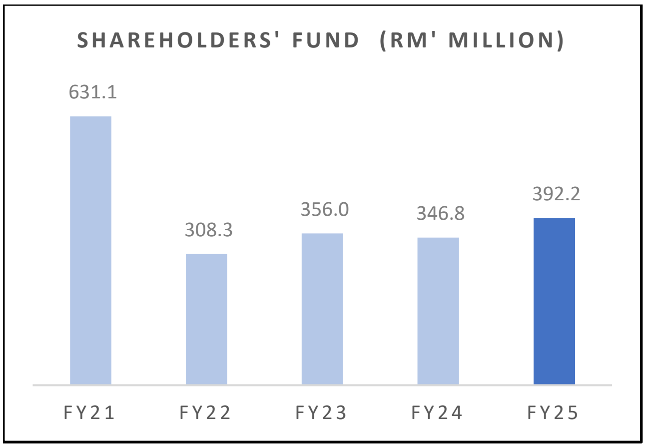
India's construction sector presents strong growth opportunities, driven by expansion across residential, commercial, institutional, industrial, and infrastructure segments, supported by favorable government policies, rapid urbanization, and advancements in digital infrastructure.

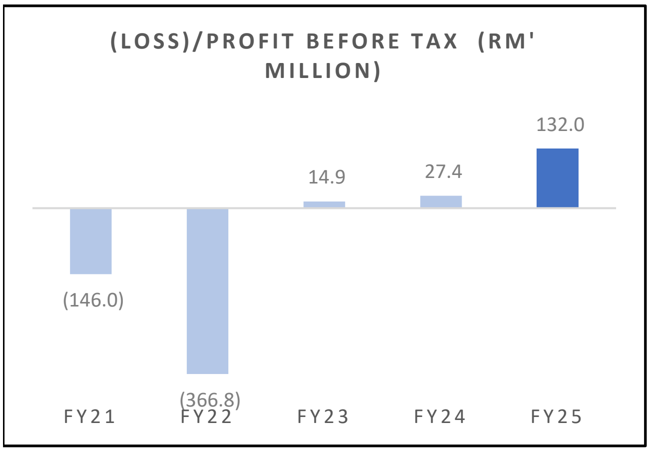
The market is projected to grow at an annual rate of 11.2%, reaching INR 25.31 trillion in 2026. Between 2021 and 2025, the sector recorded significant growth with a CAGR of 14.2%. This momentum is expected to continue, with a forecasted CAGR of 8.8% from 2026 to 2030. By 2030, the market is anticipated to expand from INR 22.77 trillion in 2025 to approximately INR 39.10 trillion.

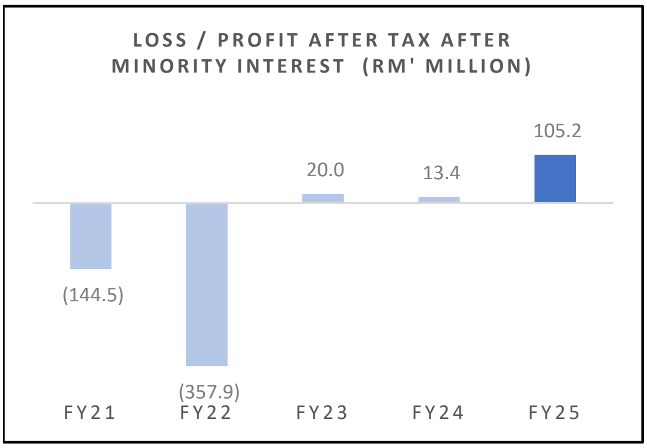
Compared to specialized infrastructure projects, building construction tends to involve higher volumes and more frequent activity, ensuring steady and sustained market growth. Eversendai India Operations is targeting a greater share of high-value projects this year.

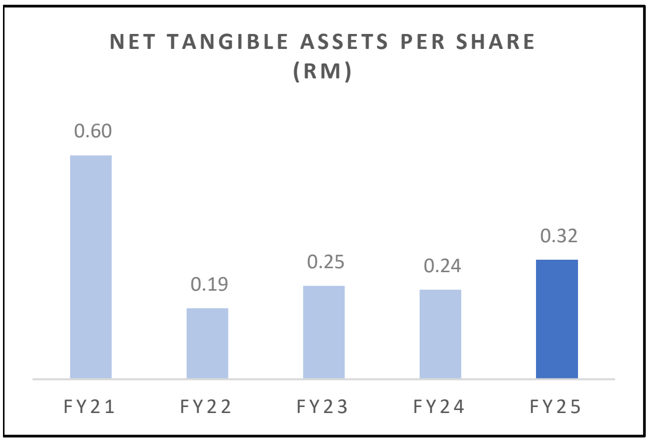
5-YEAR GROUP FINANCIAL HIGHLIGHTS

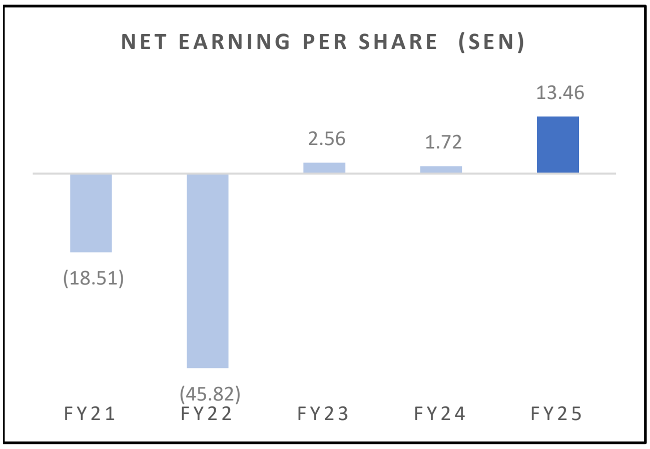












SUSTAINABILITY REPORT

Eversendai Corporation Berhad and its Group of Companies ("Eversendai Group") are steadfast in their commitment to embedding sustainability across all business operations and corporate activities. We actively manage plans and processes to integrate sustainability practices into key areas of our business, ensuring meaningful impact the stakeholders and communities where we operate. This report highlights our sustainability management initiatives and performance during the financial year ended 31 December 2025 ("FY2025").

Reporting Period

1 January 2025 to 31 December 2025

Reporting Scope

Eversendai Group is committed to continuously reviewing and enhancing our sustainability management on an annual basis. Our framework is anchored on three (3) key dimensions: Environment, Social, and Governance ("Sustainability-Related Factors"). It is important to note that this scope does not extend to business operations undertaken by Eversendai's joint venture partners or to activities beyond our direct control. Our reporting practices strictly adhere to the disclosure requirements and guidelines issued by Bursa Malaysia Securities Berhad, ensuring transparency and accountability in all sustainability-related matters.

Feedback

Eversendai Group welcomes constructive input from all parties on ways to further strengthen our sustainability management. For feedback or enquiries, please contact:

Tel No : +603 6091 2575
Email : ir@eversendai.com

SUSTAINABILITY REPORT *(Cont'd)*

Sustainability In Eversendai

The story of Eversendai started in 1984 as a humble structural steel erection company and has since grown organically as a turnkey specialist contractor in the field. Eversendai is recognised as a sought-after global organisation undertaking complex turnkey structural steel works for high-rise buildings, composite structures, long span structures, bridges and industrial plants. The Group has also expanded beyond these making inroads into mechanical works providing design, engineering, procurement, fabrication, assembly and installation services for power plant, offshore wind and oil & gas industries including process modules, jackets & piles, topsides, offshore structures and jack-up barge/lift boats.

Eversendai, a Malaysian inspiration and an epitome of excellence, has come a long way from its humble beginnings to become one of the world's sought-after contractors. Eversendai attributes this success to the prudent management team and employees who have gone the extra mile through a sense of responsibility, loyalty, commitment and dedication adhering to fundamental values to achieve what it is today.

Eversendai Group's proven competence of high-profile projects in the world has served clients covering 19 countries comprising of Malaysia, Singapore, Indonesia, Thailand, Vietnam, Philippines, United Arab Emirates, Oman, Kingdom of Saudi Arabia, Algeria, Azerbaijan, Qatar, India, Kuwait, Bahrain, Hong Kong, Morocco, Netherlands and the United Kingdom.

Eversendai Group has around 15,000 employees as of 31 December 2025 in six (6) countries and an impressive portfolio of numerous accomplished projects. We operate seven (7) fabrication facilities located in Malaysia, Singapore, Dubai, Sharjah, Ras Al Khaimah, Qatar and India, with an annual production capacity exceeding 200,000 metric tonnes of fabricated steel. With our state-of-the-art fabrication facilities, we have engineered, fabricated and constructed some of the world's renowned iconic landmarks and highly complex structures to create an enviable reputation.

SUSTAINABILITY REPORT *(Cont'd)*

Materiality Assessment of Sustainability Risk-Related Factors

Business Ethics and Equal Opportunity

Eversendai Group is committed to conducting its business with professionalism, ethics, and with the highest standards of integrity. We enforce a strict zero-tolerance approach to all forms of bribery and corruption, upholding applicable laws and regulations in every country we operate, regardless of local work environments, cultures, customs and traditions. Our Code of Conduct, Anti-Bribery & Corruption Policy and Whistleblowing Policy are firmly in place and reinforced through periodic awareness programs for all staff.

Equally, Eversendai Group is dedicated to being an equal opportunity employer, strictly prohibiting discrimination and harassment in all forms. Our Equal Opportunity Policy applies to all individuals working for and on behalf of Eversendai in any capacity, including employees at all levels, directors, officers, consultants, contractors, subcontractors, suppliers, and volunteers.

Cybersecurity

Eversendai Group's Cybersecurity Policy is firmly in place, reflecting our commitment to safeguarding digital assets and business operations. The Cybersecurity Policy encompasses industry best practices, including periodic cybersecurity awareness training for end-users, mandatory Multi-Factor Authentication (MFA), deploying Real-Time Advanced Threat Detection and Automated Response Solutions (End-Point Detection and Response (EDR) Solutions), and fortifying existing Virtual Private Networks (VPN), remote access, and protocols, and firewall rules.

Political, Economic, Regulatory, and Supply Chain

Eversendai Group's financial and business prospects are closely influenced by political, economic and regulatory developments in the countries where we operate or intend to expand. To address these uncertainties, the Group has implemented and will continue to adopt effective measures to mitigate potential risks.

At present, Eversendai Group's major operations are located in countries that are both economically and politically stable, providing a strong foundation for sustainable growth.

Nevertheless, global supply chain dynamics, particularly those arising from the imposition of United States tariffs, have introduced uncertainty and volatility. These factors may affect the Group's raw material input prices, either positively or negatively, and could be further impacted by the future implementation of carbon taxation.

Contracts and Projects Delivery

The Group operates within the contracting industry, where business growth is closed tied to securing new projects. The structural steel contracting sector is highly influenced by the economic conditions of the countries in which we operate and by the cyclical nature of the industry. Any delay or failure to complete contractual work on schedule could potentially affect the Group's profitability and reputation.

SUSTAINABILITY REPORT *(Cont'd)*

However, Eversendai Group has consistently demonstrated a strong track record in successfully managing project risks. We continuously conduct detailed studies to ensure projects are completed on time and to prevent cost overruns. Renowned for timely delivery, adherence to quality standards, and the application of best practices, the Group has built a commendable reputation in the industry.

With over 40 years of experience as an industry leader, the Group is well-positioned to manage its operations effectively and mitigate project risks, should such challenges arise.

Exposure to Liabilities for Contract Claims

In the past and as at this reporting period, Eversendai Group has not incurred any liabilities from exposure to contracts undertaken. Accordingly, such exposure has had no material effect on the Group's financial position, business and operations.

Liquidity

The Group manages its liquidity risks prudently to ensure refinancing, repayment, and funding requirements are consistently met. As part of our comprehensive liquidity management strategy, Eversendai Group maintains sufficient cash reserves and cash-convertible investments to support working capital needs. In addition, we secure committed funding from financial institutions and complement this with selective short-term financing, thereby achieving an optimal balance between financial flexibility and cost-effectiveness.

Climate-Related Initiatives / Opportunities

Energy Management (Renewable Energy / Energy Efficiency / Energy Conservation)
Solar-powered lights and CCTV cameras are used at factories/yards/project sites. At certain operating entities, mainly the UAE and India, the purchased energy (scope two (2) type emission) is principally sourced from hydro/nuclear. Using energy-efficient equipment and/or lights, auto switch on/off lights, and energy conservation initiatives such as energy-saving awareness programs/campaigns for personnel to reduce direct electricity consumption.

Moving forward, there remain opportunities to install photovoltaic (PV) solar panels on the rooftops of factories.

Waste Management (Including Recycling)
The Group actively promotes the reuse of materials to reduce wastage. Scrap waste is recycled and disposed of responsibly through regulated scrap vendors, ensuring compliance with environmental standards and contributing to sustainable resource management.

Water Conservation
Rainwater harvesting initiatives are implemented, with significant adoption across our operations in India. These efforts contribute to resource efficiency, environmental stewardship, and the Group's broader commitment to sustainable practices.

SUSTAINABILITY REPORT *(Cont'd)*

Eversendai Group continues to enhance and comply with existing and/or revised Standard Operating Procedures ("SOPs") as well as certifications aligned with ISO-related international standards. This includes the Integrated Quality, Health, Safety & Environment (HSE) Management System), ensuring that our operations consistently meet global benchmarks for excellence, safety, and sustainability.

Indicator	Action	Outcome
Environment		
Environmental Management Indicators (EMIs)		
S1. Vision, Mission, Values and Policy	Corporate Vision, Mission, Core Values and the Integrated Management System Policy have been implemented and understood by all employees.	Eversendai Environmental Management System has been certified to the international standard of ISO 14001:2015.
S2. Organisational structure related to environmental management	Organisational structures and job descriptions are available throughout Eversendai.	
S3. Leadership and management commitment to environmental issues	Leadership and management commitment to environmental issues have been explained and audited.	
S4. Communication to internal and external stakeholders	Regular communication exists with all stakeholders for consistent feedback and improvement including updates on environment matters.	
Environmental Performance Indicators (EPIs) **Environmental Operational Indicators**		
S1. Procurement measures S2. Process measures S3. Product/service use measures S4. Technical measures	Eversendai practises the concept of 3R (Reduce, Reuse and Recycle) in all activities and operations. Relevant stakeholders are also made aware of the 3R principles and practices. • Reducing consumption of paper by providing soft copies of documents; • Recycling paper for preparation of drafts; • Reducing energy consumption by switching off power supply during lunch breaks; • Reducing printing materials by providing soft copies; and • Reusing packaging materials for delivery purposes.	
Environmental Impact Indicators		
S1. Energy usage S2. Water usage S3. Raw materials S4. Consumables S5. Domestic waste S6. Scheduled waste S7. Air emissions S8. Water discharge S9. Land discharge S10. Noise emission	Resources usage, discharges, emissions and waste generation are closely monitored and measured. Wherever possible, 3R is applied.	

SUSTAINABILITY REPORT *(Cont'd)*

Indicator	Action	Outcome
Environmental Condition Indicators (ECIs)		
S1. Temperature S2. Surrounding air contaminant S3. Surrounding noise level S4. Population density S5. Geographical location	Eversendai has established an environment consultative network within the organisation and with relevant external stakeholders to manage practicable environmental conditions.	
Systems and Processes		
S1. Internal audit S2. External audit S3. Internal IMS audit S4. External IMS audit	Eversendai has documented policies and procedures with consideration of internal control system to safeguard company against quantifiable losses. The documents consist of circulars, the Integrated Management System manual, the Policy Procedures and related documents that are continuously being revised and updated to meet operational needs. Eversendai has developed and implemented a systematic framework of internal control and risk management to prevent any material losses. The risk management department monitors the business units towards compliance with the framework. A meeting is held on a quarterly basis to review, revise and mitigate new or existing risks and controls. Internal Audit Function will review the adequacy and effectiveness of the management systems and operating controls of Eversendai Corporation Berhad and its subsidiaries. Internal Audit will make the necessary recommendations for the improvement of systems, controls and procedures that may be required to safeguard company resources, promote productivity and efficiency and ensure compliance with company policies and procedures, the laws and government regulations. In 2020, Eversendai has introduced the Anti Bribery and Corruption Management System as an additional compliance with regulatory requirements.	Better and more effective system and process controls, competent personnel, consistent performance and continuous improvement.

SUSTAINABILITY REPORT *(Cont'd)*

Indicator	Action	Outcome
Human Capital		
Compliance with the national and international standards and labour requirements		
S1. Recruitment S2. Internship S3. Training, learning and development S4. Performance Management System S5. Talent Management and Succession Planning S6. Work environment S7. Employee welfare S8. Diversity and equality	Employee engagement through meetings, social gatherings, sports and team building workshops.	Retention of competent, compliant and talented pool of employees for business continuity and growth of the company.
Occupational Health and Safety (OHS)		
Compliance with company in-house requirements, legal and other requirements and subscribed/relevant international standards		
S1. OHS Training and Toolbox Meeting S2. Workplace inspection S3. Incident report S4. OHS Audit S5. Health surveillance and welfare S6. Provision of PPE and other safety equipment	Regular meetings and discussions with all relevant stakeholders on OHS focusing on hazards, risks, controls, unsafe acts, unsafe conditions, unsafe work areas, unsafe equipment and machinery, and emergency drills.	Ensuring a safe and healthy workplace with 24 hours security and surveillance. Eversendai Occupational Health and Safety Management System has been certified to the international standards of ISO 45001:2018.
Client Satisfaction		
Compliance and conformance with client requirements		
S1. Audit reports S2. Management reviews S3. Client/customer feedback S4. Joint inspections	Regular meetings and discussions with clients, all relevant outsourced service providers and employees focusing on client requirements.	Establishing benchmarks, contingency, innovation, product improvement and delivery plans.

SUSTAINABILITY REPORT (Cont'd)

Hamriyah Free Zone, Sharjah, UAE **Fabrication Facility** • CE Marking EN1090-1:2009+A1:2011 EXC4 – Bureau Veritas • UNI EN ISO 3834-2:2021 – Bureau Veritas • ISO 9001:2015 – SGS • ISO 14001:2015 – SGS • ISO 45001:2018 – SGS • AISC Certification for Building Fabricator and Complex coating endorsement	**Al Qusais Industrial Area 1, Dubai, UAE** **Fabrication Facility** • ISO 9001:2015 – SGS • ISO 14001:2015 – SGS • ISO 45001:2018 – SGS
Industrial Area Doha, Qatar Fabrication Facility • CE Marking EN1090-1:2009+A1:2011 EXC4 - Bureau Veritas • UNI EN ISO 3834-2:2021 – Bureau Veritas • ISO 9001:2015 – SGS • ISO 14001:2015 – SGS • ISO 45001:2018 – SGS	**RAK Maritime City, Ras Al Khaimah, UAE** **Fabrication Facility** • ISO 9001:2015 – DNV GL • ISO 14001:2015 – DNV GL • ISO 45001:2018 – DNV GL • CE Marking EN1090-EXC4 – DNV GL • ISO 3834-2:2021-DNV GL • DNV CP 0640 – DNV GL
Trichy, India **Fabrication Facility** • ISO 9001:2015 – SGS INDIA • ISO 14001:2015 – SGS INDIA • ISO 45001:2018 – SGS INDIA	**Malaysia, Rawang** **Fabrication Facility** • CE Marking EN1090-EXC4 – LRQA (UKAS & RvAC 278) • ISO 3834-2:2021 – LRQA • ISO 9001:2015 – LRQA • ISO 14001:2015 – LRQA • ISO 45001:2018 – LRQA
Singapore, Tuas **Fabrication Facility** • CE Marking SS EN1090 EXC3- SOCOTEC • SS EN ISO 4063:2023 – SOCOTEC • ISO 9001:2015 – LRQA • ISO 14001:2015 – LRQA • ISO 45001:2018 – LRQA	**Vision Tower, Business Bay, Dubai, UAE** **Head office** • ISO 9001:2015 – SGS • ISO 14001:2015 – SGS • ISO 45001:2018 – SGS
Abu Dhabi, UAE **Erection Sites** • ISO 9001:2015 – SGS • ISO 14001:2015 – SGS • ISO 45001:2018 – SGS	**Al Hamra Industrial Zone-FZ, RAK, UAE** **Erection Sites** • ISO 9001:2015 – SGS • ISO 14001:2015 – SGS • ISO 45001:2018 – SGS
Eversendai Construction Limited, Riyadh, KSA **Office & Erection Sites** • ISO 9001:2015 – SGS • ISO 14001:2015 – SGS • ISO 45001:2018 – SGS	**Eversendai Engineering Saudi LLC, Riyadh, KSA** **Office & Erection Sites** • ISO 9001:2015 – SGS • ISO 14001:2015 – SGS • ISO 45001:2018 – SGS

SUSTAINABILITY REPORT *(Cont'd)*

In alignment with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, specifically in alignment with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, specifically Practice Note 9 (Part III), the following table presents the Common Sustainability Matters and Common Indicators reported for financial year 2025 as generated from Bursa Malaysia's CSI Platform. For financial years 2023 and 2024, the tables as presented in Annual Report 2024 are to be read in conjunction with this Annual Report

EVERSENDAI CORPORATION BERHAD
BMLR Transition Period

Date & Time: 2026-04-24 17:10:23
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category.	Percentage	100	100	Internal	Country: UNITED ARAB EMIRATES
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category.	Percentage	100	100	Internal	Country: KINGDOM OF SAUDI ARABIA
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category.	Percentage	100	100	Internal	Country: QATAR
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category.	Percentage	100	100	Internal	Country: INDIA
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category.	Percentage	100	100	Internal	Country: SINGAPORE
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category.	Percentage	100	100	Internal	Country: MALAYSIA
Anti-Corruption	Percentage of operations assessed for corruption--related risks.	Percentage	100	100	Internal	Country: UNITED ARAB EMIRATES
Anti-Corruption	Percentage of operations assessed for corruption--related risks.	Percentage	100	100	Internal	Country: KINGDOM OF SAUDI ARABIA
Anti-Corruption	Percentage of operations assessed for corruption--related risks.	Percentage	100	100	Internal	Country: QATAR

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-24 17:10:23

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SUSTAINABILITY REPORT (Cont'd)

EVERSENDAI CORPORATION BERHAD
BMLR Transition Period

Date & Time: 2026-04-24 17:10:23
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Anti-Corruption	Percentage of operations assessed for corruption--related risks.	Percentage	100	100	Internal	Country: INDIA
Anti-Corruption	Percentage of operations assessed for corruption--related risks.	Percentage	100	100	Internal	Country: SINGAPORE
Anti-Corruption	Percentage of operations assessed for corruption--related risks.	Percentage	100	100	Internal	Country: MALAYSIA
Anti-Corruption	Confirmed incidents of corruption and action taken.	Number of Confirmed Incidents	0	Zero Incidents	Internal	Country: UNITED ARAB EMIRATES
Anti-Corruption	Confirmed incidents of corruption and action taken.	Number of Confirmed Incidents	0	Zero Incidents	Internal	Country: KINGDOM OF SAUDI ARABIA
Anti-Corruption	Confirmed incidents of corruption and action taken.	Number of Confirmed Incidents	0	Zero Incidents	Internal	Country: QATAR
Anti-Corruption	Confirmed incidents of corruption and action taken.	Number of Confirmed Incidents	0	Zero Incidents	Internal	Country: INDIA
Anti-Corruption	Confirmed incidents of corruption and action taken.	Number of Confirmed Incidents	0	Zero Incidents	Internal	Country: SINGAPORE
Anti-Corruption	Confirmed incidents of corruption and action taken.	Number of Confirmed Incidents	0	Zero Incidents	Internal	Country: MALAYSIA
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer.	Unit of currency (Equivalent MYR)	0	Not Applicable	Internal	Country: UNITED ARAB EMIRATES
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer.	Unit of currency (Equivalent MYR)	0	Not Applicable	Internal	Country: KINGDOM OF SAUDI ARABIA

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SUSTAINABILITY REPORT (Cont'd)

EVERSENDAI CORPORATION BERHAD
BMLR Transition Period

Date & Time: 2026-04-24 17:10:23
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer.	Unit of currency (Equivalent MYR)	0	Not Applicable	Internal	Country: QATAR
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer.	Unit of currency (Equivalent MYR)	81305.40	Not Applicable	Internal	Country: INDIA
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer.	Unit of currency (Equivalent MYR)	0	Not Applicable	Internal	Country: SINGAPORE
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer.	Unit of currency (Equivalent MYR)	1440.00	Not Applicable	Internal	Country: MALAYSIA
Community/Society	Total number of beneficiaries of the investment in communities.	Number of Beneficiaries	0	Not Applicable	Internal	Country: UNITED ARAB EMIRATES
Community/Society	Total number of beneficiaries of the investment in communities.	Number of Beneficiaries	0	Not Applicable	Internal	Country: KINGDOM OF SAUDI ARABIA
Community/Society	Total number of beneficiaries of the investment in communities.	Number of Beneficiaries	0	Not Applicable	Internal	Country: QATAR
Community/Society	Total number of beneficiaries of the investment in communities.	Number of Beneficiaries	3	Not Applicable	Internal	Country: INDIA
Community/Society	Total number of beneficiaries of the investment in communities.	Number of Beneficiaries	0	Not Applicable	Internal	Country: SINGAPORE
Community/Society	Total number of beneficiaries of the investment in communities.	Number of Beneficiaries	1	Not Applicable	Internal	Country: MALAYSIA

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SUSTAINABILITY REPORT (Cont'd)

EVERSENDAI CORPORATION BERHAD
BMLR Transition Period

Date & Time: 2026-04-24 17:10:23
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Percentage of employees by gender and age group, for each employee category.	Percentage (By Gender)	STAFF (796) Male - 98.24% Female - 1.76% WORKERS (4736) Male - 100.00% Female - 0.00%	Not Applicable	Internal	Country: UNITED ARAB EMIRATES
Diversity	Percentage of employees by gender and age group, for each employee category.	Percentage (By Gender)	STAFF (790) Male - 98.99% Female - 1.01% WORKERS (1391) Male - 100.00% Female - 0.00%	Not Applicable	Internal	Country: KINGDOM OF SAUDI ARABIA
Diversity	Percentage of employees by gender and age group, for each employee category.	Percentage (By Gender)	STAFF (124) Male-100.00% Female-0.00% WORKERS (606) Male-100.00% Female-0.00%	Not Applicable	Internal	Country: QATAR
Diversity	Percentage of employees by gender and age group, for each employee category.	Percentage (By Gender)	STAFF (978) Male-92.23% Female-7.77% WORKERS (3734) Male-99.97% Female-0.03%	Not Applicable	Internal	Country: INDIA
Diversity	Percentage of employees by gender and age group, for each employee category.	Percentage (By Gender)	STAFF (64) Male - 83.00% Female - 17.00% WORKERS (121) Male - 100.00% Female - 0.00%	Not Applicable	Internal	Country: SINGAPORE

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-24 17:10:23

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SUSTAINABILITY REPORT (Cont'd)

EVERSENDAI CORPORATION BERHAD

BMLR Transition Period

Date & Time: 2026-04-24 17:10:23

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Percentage of employees by gender and age group, for each employee category.	Percentage (By Gender)	STAFF (69) Male - 79.71% Female - 20.29% WORKERS (280) Male - 99.29% Female - 0.71%	Not Applicable	Internal	Country: MALAYSIA
Diversity	Percentage of employees by gender and age group, for each employee category.	Percentage (By Age Group)	STAFF (796) <20 years:0.13% 20-29 years:13.32% 30-39 years:30.53% 40-49 years:38.19% 50-59 years:15.95% 60 years and Above:1.88% WORKERS (4736) <20 years:0.82% 20-29 years:31.23% 30-39 years:36.89% 40-49 years:25.38% 50-59 years:5.51% 60 years and Above:0.17%	Not Applicable	Internal	Country: UNITED ARAB EMIRATES
Diversity	Percentage of employees by gender and age group, for each employee category.	Percentage (By Age Group)	STAFF (790) <20 years:11.27% 20-29 years:38.61% 30-39 years:17.97% 40-49 years:21.14% 50-59 years:10.13% 60 years and Above:0.89% WORKERS (1391) <20 years:0.07% 20-29 years:34.08% 30-39 years:40.62% 40-49 years:22.07% 50-59 years:2.95% 60 years and Above:0.22%	Not Applicable	Internal	Country: KINGDOM OF SAUDI ARABIA

SUSTAINABILITY REPORT (Cont'd)

EVERSENDAI CORPORATION BERHAD
BMLR Transition Period

Date & Time: 2026-04-24 17:10:23
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Percentage of employees by gender and age group, for each employee category.	Percentage (By Age Group)	STAFF (124) <20 years:0.00% 20-29 years:13.71% 30-39 years:32.26% 40-49 years:33.87% 50-59 years:19.35% 60 years and Above:0.81% WORKERS (606) <20 years:0.17% 20-29 years:29.54% 30-39 years:38.28% 40-49 years:24.75% 50-59 years:6.93% 60 years and Above:0.33%	Not Applicable	Internal	Country: QATAR
Diversity	Percentage of employees by gender and age group, for each employee category.	Percentage (By Age Group)	STAFF (978) <20 years:0.20% 20-29 years:37.32% 30-39 years:35.48% 40-49 years:19.43% 50-59 years:6.75% 60 years and Above:0.82% WORKERS (3734) <20 years:4.71% 20-29 years:43.20% 30-39 years:31.36% 40-49 years:16.66% 50-59 years:4.04% 60 years and Above:0.03%	Not Applicable	Internal	Country: INDIA

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Percentage of employees by gender and age group, for each employee category.	Percentage (By Age Group)	STAFF (64) <20 years: 0.00% 20-29 years: 8.00% 30-39 years: 31.00% 40-49 years: 31.00% 50-59 years: 17% 60 years and Above: 13% WORKERS (121) <20 years: 0.00% 20-29 years: 6.61% 30-39 years: 53.72% 40-49 years: 35.54% 50-59 years: 4.13% 60 years and Above:0.00%	Not Applicable	Internal	Country: SINGAPORE
Diversity	Percentage of employees by gender and age group, for each employee category.	Percentage (By Age Group)	STAFF (69) <20 years:1.45% 20-29 years:10.14% 30-39 years:26.09% 40-49 years:34.78% 50-59 years:17.39% 60 years and Above:10.14% WORKERS (280) <20 years:3.57% 20-29 years:25.36% 30-39 years:36.43% 40-49 years:27.14% 50-59 years:5.71% 60 years and Above:1.79%	Not Applicable	Internal	Country: MALAYSIA
Diversity	Percentage of directors by gender and age group.	Percentage (By Gender and Age Group)	GENDER (2) Male- 100.00% Female - 0.00% AGE (2) 40-49 years: 50.00% 50-59 years: 50.00%	Not Applicable	Internal	Country: UNITED ARAB EMIRATES

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Percentage of directors by gender and age group.	Percentage (By Gender and Age Group)	GENDER (3) Male- 100.00% Female - 0.00% AGE (3) 40-49 years: 0.00% 50-59 years: 100.00%	Not Applicable	Internal	Country: KINGDOM OF SAUDI ARABIA
Diversity	Percentage of directors by gender and age group.	Percentage (By Gender and Age Group)	GENDER (1) Male- 100.00% Female - 0.00% AGE (1) 40-49 years: 0.00% 50-59 years: 100.00%	Not Applicable	Internal	Country: QATAR
Diversity	Percentage of directors by gender and age group.	Percentage (By Gender and Age Group)	GENDER (5) Male- 100.00% Female - 0.00% AGE (5) 40-49 years: 20.00% 50-59 years: 60.00% 60-69 years: 20.00%	Not Applicable	Internal	Country: INDIA
Diversity	Percentage of directors by gender and age group.	Percentage (By Gender and Age Group)	GENDER (4) Male- 75.00% Female -25.00% AGE (4) 40-49 years: 25.00% 50-59 years: 0.00% 60-69 years: 75.00%	Not Applicable	Internal	Country: SINGAPORE
Diversity	Percentage of directors by gender and age group.	Percentage (By Gender and Age Group)	GENDER (8) Male- 75.00% Female -25.00 % AGE (8) 40-49 years: 12.50% 50-59 years: 12.50% 60-69 years: 75.00%	Not Applicable	Internal	Country: MALAYSIA

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Energy Management	Total energy consumption (Purchased Energy) (Excluding Project Sites).	Megajoules ("MJ")	47,358,000	Not Applicable	Internal	Country: UNITED ARAB EMIRATES
Energy Management	Total energy consumption (Purchased Energy) (Excluding Project Sites).	Megajoules ("MJ")	208,926	Not Applicable	Internal	Country: KINGDOM OF SAUDI ARABIA
Energy Management	Total energy consumption (Purchased Energy) (Excluding Project Sites).	Megajoules ("MJ")	38,768,699	Not Applicable	Internal	Country: QATAR
Energy Management	Total energy consumption (Purchased Energy) (Excluding Project Sites).	Megajoules ("MJ")	9,859,896	Not Applicable	Internal	Country: INDIA
Energy Management	Total energy consumption (Purchased Energy) (Excluding Project Sites).	Megajoules ("MJ")	193,486	Not Applicable	Internal	Country: SINGAPORE
Energy Management	Total energy consumption (Purchased Energy) (Excluding Project Sites).	Megajoules ("MJ")	7,256,084	Not Applicable	Internal	Country: MALAYSIA
Health and Safety	Number of work-related fatalities (Factory-related facilities only).	Number of Fatalities	NONE	0	Internal	Country: UNITED ARAB EMIRATES
Health and Safety	Number of work-related fatalities (Factory-related facilities only).	Number of Fatalities	Not Applicable	Not Applicable	Internal	Country: KINGDOM OF SAUDI ARABIA
Health and Safety	Number of work-related fatalities (Factory-related facilities only).	Number of Fatalities	NONE	0	No assurance	Country: QATAR
Health and Safety	Number of work-related fatalities (Factory-related facilities only).	Number of Fatalities	NONE	0	Internal	Country: INDIA
Health and Safety	Number of work-related fatalities (Factory-related facilities only).	Number of Fatalities	NONE	0	Internal	Country: SINGAPORE

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Health and Safety	Number of work-related fatalities (Factory-related facilities only).	Number of Fatalties	NONE	0	Internal	Country: MALAYSIA
Health and Safety	Lost time incident rate (Factory-related facilities only).	Rate (LTIR)	0.03	0	Internal	Country: UNITED ARAB EMIRATES
Health and Safety	Lost time incident rate (Factory-related facilities only).	Rate (LTIR)	Not Applicable	Not Applicable	Internal	Country: KINGDOM OF SAUDI ARABIA
Health and Safety	Lost time incident rate (Factory-related facilities only).	Rate (LTIR)	0	0	Internal	Country: QATAR
Health and Safety	Lost time incident rate (Factory-related facilities only).	Rate (LTIR)	0	0	Internal	Country: INDIA
Health and Safety	Lost time incident rate (Factory-related facilities only).	Rate (LTIR)	0	0	Internal	Country: SINGAPORE
Health and Safety	Lost time incident rate (Factory-related facilities only).	Rate (LTIR)	2.57	0	Internal	Country: MALAYSIA
Labour Practices and Standards	Total hours of training by employee category.	Number of Training Hours	STAFF - 931 WORKERS - 3623	Not Applicable	Internal	Country: UNITED ARAB EMIRATES
Labour Practices and Standards	Total hours of training by employee category.	Number of Training Hours	STAFF - 267 WORKERS - 1144	Not Applicable	Internal	Country: KINGDOM OF SAUDI ARABIA
Labour Practices and Standards	Total hours of training by employee category.	Number of Training Hours	STAFF - 253 WORKERS - 636	Not Applicable	Internal	Country: QATAR
Labour Practices and Standards	Total hours of training by employee category.	Number of Training Hours	STAFF - 95 WORKERS - 1083.5	Not Applicable	Internal	Country: INDIA
Labour Practices and Standards	Total hours of training by employee category.	Number of Training Hours	STAFF - 0 WORKERS - 0	Not Applicable	Internal	Country: SINGAPORE

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Labour Practices and Standards	Total hours of training by employee category.	Number of Training Hours	STAFF - 1032 WORKERS - 640	Not Applicable	Internal	Country: MALAYSIA
Labour Practices and Standards	Percentage of employees that are contractors or temporary staff.	Percentage	0.16	Not Applicable	Internal	Country: UNITED ARAB EMIRATES
Labour Practices and Standards	Percentage of employees that are contractors or temporary staff.	Percentage	2	Not Applicable	Internal	Country: KINGDOM OF SAUDI ARABIA
Labour Practices and Standards	Percentage of employees that are contractors or temporary staff.	Percentage	12	Not Applicable	Internal	Country: QATAR
Labour Practices and Standards	Percentage of employees that are contractors or temporary staff.	Percentage	4	Not Applicable	Internal	Country: INDIA
Labour Practices and Standards	Percentage of employees that are contractors or temporary staff.	Percentage	57	Not Applicable	Internal	Country: SINGAPORE
Labour Practices and Standards	Percentage of employees that are contractors or temporary staff.	Percentage	0	Not Applicable	Internal	Country: MALAYSIA
Labour Practices and Standards	Total number of employee turnover by employee category.	Number of employee turnover (By Percentage) (To Be Reported As 12 Months Average)	STAFF - 1.85% WORKERS - 2.10%	Not Applicable	Internal	Country: UNITED ARAB EMIRATES
Labour Practices and Standards	Total number of employee turnover by employee category.	Number of employee turnover (By Percentage) (To Be Reported As 12 Months Average)	STAFF - 1.92% WORKERS - 0.91%	Not Applicable	Internal	Country: KINGDOM OF SAUDI ARABIA
Labour Practices and Standards	Total number of employee turnover by employee category.	Number of employee turnover (By Percentage) (To Be Reported As 12 Months Average)	STAFF - 0.71% WORKERS - 1.13%	Not Applicable	Internal	Country: QATAR

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Labour Practices and Standards	Total number of employee turnover by employee category.	Number of employee turnover (By Percentage) (To Be Reported As 12 Months Average)	STAFF - 2.78% WORKERS - 12.84%	Not Applicable	Internal	Country: INDIA
Labour Practices and Standards	Total number of employee turnover by employee category.	Number of employee turnover (By Percentage) (To Be Reported As 12 Months Average)	STAFF - 1.69% WORKERS - 0.82%	Not Applicable	Internal	Country: SINGAPORE
Labour Practices and Standards	Total number of employee turnover by employee category.	Number of employee turnover (By Percentage) (To Be Reported As 12 Months Average)	STAFF - 1.43% WORKERS - 3.93%	Not Applicable	Internal	Country: MALAYSIA
Labour Practices and Standards	Number of substantiated complaints concerning human rights violations.	Number of Substantiated Complaints	NONE	0	Internal	Country: UNITED ARAB EMIRATES
Labour Practices and Standards	Number of substantiated complaints concerning human rights violations.	Number of Substantiated Complaints	NONE	0	Internal	Country: KINGDOM OF SAUDI ARABIA
Labour Practices and Standards	Number of substantiated complaints concerning human rights violations.	Number of Substantiated Complaints	NONE	0	Internal	Country: QATAR
Labour Practices and Standards	Number of substantiated complaints concerning human rights violations.	Number of Substantiated Complaints	NONE	0	Internal	Country: INDIA
Labour Practices and Standards	Number of substantiated complaints concerning human rights violations.	Number of Substantiated Complaints	NONE	0	Internal	Country: SINGAPORE
Labour Practices and Standards	Number of substantiated complaints concerning human rights violations.	Number of Substantiated Complaints	NONE	0	Internal	Country: MALAYSIA

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Proportion of Spending on Local Suppliers	By supporting local suppliers, a company can indirectly attract additional investment- to the local economy. In- addition, local sourcing can- be a strategy to help ensure supply, support a stable local economy, and maintain community relations.	Percentage Local Purchase Orders Out of Total Purchase Orders (By Value)	52%	Not Applicable	Internal	Country: UNITED ARAB EMIRATES
Proportion of Spending on Local Suppliers	By supporting local suppliers, a company can indirectly attract additional investment- to the local economy. In- addition, local sourcing can- be a strategy to help ensure supply, support a stable local economy, and maintain community relations.	Percentage Local Purchase Orders Out of Total Purchase Orders (By Value)	91%	Not Applicable	Internal	Country: KINGDOM OF SAUDI ARABIA
Proportion of Spending on Local Suppliers	By supporting local suppliers, a company can indirectly attract additional investment- to the local economy. In- addition, local sourcing can- be a strategy to help ensure supply, support a stable local economy, and maintain community relations.	Percentage Local Purchase Orders Out of Total Purchase Orders (By Value)	93%	Not Applicable	Internal	Country: QATAR
Proportion of Spending on Local Suppliers	By supporting local suppliers, a company can indirectly attract additional investment- to the local economy. In- addition, local sourcing can- be a strategy to help ensure supply, support a stable local economy, and maintain community relations.	Percentage Local Purchase Orders Out of Total Purchase Orders (By Value)	100%	Not Applicable	Internal	Country: INDIA

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Proportion of Spending on Local Suppliers	By supporting local suppliers, a company can indirectly attract additional investment-to the local economy. In-addition, local sourcing can-be a strategy to help ensure supply, support a stable local economy, and maintain community relations.	Percentage Local Purchase Orders Out of Total Purchase Orders (By Value)	92%	Not Applicable	Internal	Country: SINGAPORE
Proportion of Spending on Local Suppliers	By supporting local suppliers, a company can indirectly attract additional investment-to the local economy. In-addition, local sourcing can-be a strategy to help ensure supply, support a stable local economy, and maintain community relations.	Percentage Local Purchase Orders Out of Total Purchase Orders (By Value)	84%	Not Applicable	Internal	Country: MALAYSIA
Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data.	Number of substantiated complaints	NONE	0	Internal	Country: UNITED ARAB EMIRATES
Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data.	Number of substantiated complaints	NONE	0	Internal	Country: KINGDOM OF SAUDI ARABIA
Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data.	Number of substantiated complaints	NONE	0	Internal	Country: QATAR
Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data.	Number of substantiated complaints	NONE	0	Internal	Country: INDIA

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data.	Number of substantiated complaints	NONE	0	Internal	Country: SINGAPORE
Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data.	Number of substantiated complaints	NONE	0	Internal	Country: MALAYSIA
Water	Total volume of water used (Purchased Water) (Excluding Project Sites). This indicator measures water used by a company such that it is no longer available for use by the ecosystem or local community in the reporting period.	Megalitres	86.35	Not Applicable	Internal	Country: UNITED ARAB EMIRATES
Water	Total volume of water used (Purchased Water) (Excluding Project Sites). This indicator measures water used by a company such that it is no longer available for use by the ecosystem or local community in the reporting period.	Megalitres	0	Not Applicable	Internal	Country: KINGDOM OF SAUDI ARABIA
Water	Total volume of water used (Purchased Water) (Excluding Project Sites). This indicator measures water used by a company such that it is no longer available for use by the ecosystem or local community in the reporting period.	Megalitres	102.48	Not Applicable	Internal	Country: QATAR

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Water	Total volume of water used (Purchased Water) (Excluding Project Sites). This indicator measures water used by a company such that it is no longer available for use by the ecosystem or local community in the reporting period.	Megalitres	14.82	Not Applicable	Internal	Country: INDIA
Water	Total volume of water used (Purchased Water) (Excluding Project Sites). This indicator measures water used by a company such that it is no longer available for use by the ecosystem or local community in the reporting period.	Megalitres	0.07	Not Applicable	Internal	Country: SINGAPORE
Water	Total volume of water used (Purchased Water) (Excluding Project Sites). This indicator measures water used by a company such that it is no longer available for use by the ecosystem or local community in the reporting period.	Megalitres	8.76	Not Applicable	Internal	Country: MALAYSIA
Waste Management	Total waste generated (Scheduled / hazardous waste directed for disposal) (Factory-related facilities only).	Metric tonnes	133,989.82	Not Applicable	Internal	Country: UNITED ARAB EMIRATES
Waste Management	Total waste generated (Scheduled / hazardous waste directed for disposal) (Factory-related facilities only).	Metric tonnes	Not Applicable	Not Applicable	Internal	Country: KINGDOM OF SAUDI ARABIA

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Waste Management	Total waste generated (Scheduled / hazardous waste directed for disposal) (Factory-related facilities only).	Metric tonnes	0	Not Applicable	Internal	Country: QATAR
Waste Management	Total waste generated (Scheduled / hazardous waste directed for disposal) (Factory-related facilities only).	Metric tonnes	0.35	Not Applicable	Internal	Country: INDIA
Waste Management	Total waste generated (Scheduled / hazardous waste directed for disposal) (Factory-related facilities only).	Metric tonnes	0	Not Applicable	Internal	Country: SINGAPORE
Waste Management	Total waste generated (Scheduled / hazardous waste directed for disposal) (Factory-related facilities only).	Metric tonnes	57.88	Not Applicable	Internal	Country: MALAYSIA
Emissions Management	Scope 1 emissions in tonnes of tCO2e (Petrol / Diesel Consumption) (Excluding Project Sites). Scope 1 emissions are direct greenhouse gas ("GHG") emissions that occur from sources that are owned or controlled by the company.	Metric tonnes of carbon dioxide equivalent (tCO2e)	14,027.63	Not Applicable	Internal	Country: UNITED ARAB EMIRATES
Emissions Management	Scope 1 emissions in tonnes of tCO2e (Petrol / Diesel Consumption) (Excluding Project Sites). Scope 1 emissions are direct greenhouse gas ("GHG") emissions that occur from sources that are owned or controlled by the company.	Metric tonnes of carbon dioxide equivalent (tCO2e)	6.48	Not Applicable	Internal	Country: KINGDOM OF SAUDI ARABIA

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Emissions Management	Scope 1 emissions in tonnes of tCO2e (Petrol / Diesel Consumption) (Excluding Project Sites). Scope 1 emissions are direct greenhouse gas ("GHG") emissions that occur from sources that are owned or controlled by the company.	Metric tonnes of carbon dioxide equivalent (tCO2e)	694.01	Not Applicable	Internal	Country: QATAR
Emissions Management	Scope 1 emissions in tonnes of tCO2e (Petrol / Diesel Consumption) (Excluding Project Sites). Scope 1 emissions are direct greenhouse gas ("GHG") emissions that occur from sources that are owned or controlled by the company.	Metric tonnes of carbon dioxide equivalent (tCO2e)	238.21	Not Applicable	Internal	Country: INDIA
Emissions Management	Scope 1 emissions in tonnes of tCO2e (Petrol / Diesel Consumption) (Excluding Project Sites). Scope 1 emissions are direct greenhouse gas ("GHG") emissions that occur from sources that are owned or controlled by the company.	Metric tonnes of carbon dioxide equivalent (tCO2e)	0	Not Applicable	Internal	Country: SINGAPORE
Emissions Management	Scope 1 emissions in tonnes of tCO2e (Petrol / Diesel Consumption) (Excluding Project Sites). Scope 1 emissions are direct greenhouse gas ("GHG") emissions that occur from sources that are owned or controlled by the company.	Metric tonnes of carbon dioxide equivalent (tCO2e)	212.67	Not Applicable	Internal	Country: MALAYSIA

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Emissions Management	Scope 2 emissions in tonnes of tCO2e (Purchased Energy) (Excluding Project Sites). Scope 2 emissions are indirect GHG emissions arising from the generation of purchased electricity consumed by the company.	Metric tonnes of carbon dioxide equivalent (tCO2e)	5,431.30	Not Applicable	Internal	Country: UNITED ARAB EMIRATES
Emissions Management	Scope 2 emissions in tonnes of tCO2e (Purchased Energy) (Excluding Project Sites). Scope 2 emissions are indirect GHG emissions arising from the generation of purchased electricity consumed by the company.	Metric tonnes of carbon dioxide equivalent (tCO2e)	40.22	Not Applicable	Internal	Country: KINGDOM OF SAUDI ARABIA
Emissions Management	Scope 2 emissions in tonnes of tCO2e (Purchased Energy) (Excluding Project Sites). Scope 2 emissions are indirect GHG emissions arising from the generation of purchased electricity consumed by the company.	Metric tonnes of carbon dioxide equivalent (tCO2e)	5,130.39	Not Applicable	Internal	Country: QATAR
Emissions Management	Scope 2 emissions in tonnes of tCO2e (Purchased Energy) (Excluding Project Sites). Scope 2 emissions are indirect GHG emissions arising from the generation of purchased electricity consumed by the company.	Metric tonnes of carbon dioxide equivalent (tCO2e)	2,053.90	Not Applicable	Internal	Country: INDIA

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Emissions Management	Scope 2 emissions in tonnes of tCO2e (Purchased Energy) (Excluding Project Sites). Scope 2 emissions are indirect GHG emissions arising from the generation of purchased electricity consumed by the company.	Metric tonnes of carbon dioxide equivalent (tCO2e)	19.05	Not Applicable	Internal	Country: SINGAPORE
Emissions Management	Scope 2 emissions in tonnes of tCO2e (Purchased Energy) (Excluding Project Sites). Scope 2 emissions are indirect GHG emissions arising from the generation of purchased electricity consumed by the company.	Metric tonnes of carbon dioxide equivalent (tCO2e)	1,491.53	Not Applicable	Internal	Country: MALAYSIA

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Statement of Assurance

The Sustainability Report has been subjected to an internal review by the Group Internal Audit, and information therein has been integrated within the Group of Companies Certification to International Standards.