PROFILE OF KEY SENIOR MANAGEMENT

IR DR LEE SIENG KAI
Managing Director

Refer details on page 13 of the Profile of Board of Directors of this Annual Report.

TAN AH HUAT
Executive Director

Refer details on page 14 of the Profile of Board of Directors of this Annual Report.

ANIZA BINTI MD DIN
Executive Director/ CFO

Refer details on page 15 of the Profile of Board of Directors of this Annual Report.

LI HAIGANG
Director/ General Manager

Age	61
Gender	Male
Nationality	Singaporean

Li Haigang was appointed as the Director/ General Manager of Glostrext Singapore on 1 April 2013. He is responsible for managing daily operations of our Singapore office and overseeing our service engagements in Singapore.

He holds a Bachelor of Engineering in 1988 and a Master of Engineering in 1991, both from Dalian University of Technology, China.

He commenced his career as an Engineer at Central Research Institute of Building and Construction, Ministry of Metallurgical Industry, China (currently known as Central Research Institute of Building and Construction, China Metallurgical Group Corporation, China), where he was engaged in research work for structural and pile testing.

In 1995, he relocated to Singapore and joined ABV Technology Pte Ltd as a Testing Engineer, where he assisted in conducting dynamic load tests and other field testing works, as well as the preparation of relevant test reports.

In 2001, he joined Soil Dynamics (Singapore) Pte Ltd as a Civil Engineer, where he was involved in field testing, preparation of test reports, liaison with relevant stakeholders and supporting business development activities.

In 2009, he joined Soil Investigation Pte Limited as a Technical Manager, where he led the pile instrumentation team in carrying out pile instrumentation works. In 2011, following the acquisition of a 70.0% equity interest in Spectest by Soil Investigation Pte Limited, he was transferred to Glostrext Singapore as Technical Manager, leading the daily operations of pile instrumentation and static load test services in Singapore.

In 2013, after Ir Dr Lee Sieng Kai and Tan Ah Huat re-acquired the 70.0% equity interest in Spectest, he was appointed to his current position

PROFILE OF KEY SENIOR MANAGEMENT
cont'd

TAN CHZE KEONG
Senior Operations Manager

Age	60
Gender	Male
Nationality	Malaysia

Tan Chze Keong was appointed as Senior Operations Manager on 1 April 2021. He is responsible for overseeing the overall operations of our service engagements in Malaysia and supporting our Group's sales and marketing functions, including the preparation of proposals and reviewing work orders.

He holds a Diploma in Engineering (Civil Engineering) from the Federal Institute of Technology Malaysia in 1988.

He commenced his career as a Technician at Pilecon Engineering Berhad, where his focus was on pile testing works as well as geotechnical instrumentation, testing and monitoring works.

In 1996, he joined Spectest as a Senior Executive, where his responsibilities included supervising and conducting pile instrumentation works as well as structural and ground instrumentation and monitoring works. In 2013, he was promoted to General Manager (Operations), assuming responsibility for coordinating the operations of our service engagements in Malaysia. In 2021, he was further elevated to his current position.

DIONG PU CHAN
Group Chief Information Technology ("IT") Officer

Age	44
Gender	Male
Nationality	Malaysia

Diong Pu Chuan was appointed as our Group Chief IT Officer on 18 April 2022. He is responsible for the overall management of our Group's IT functions, including leading the IT aspects of our automation initiatives as part of our R&D activities.

He holds a Bachelor of Science (Computing) from Staffordshire University, United Kingdom in 2005.

In 2006, he commenced his career as an Analyst Programmer at FDS Networks (M) Sdn Bhd, where he was involved in the development, maintenance and customisation of an electronic document management system ("EDMS") used within the banking industry. He left FDS Networks (M) Sdn Bhd in 2008 and took an 8-month career break.

In 2009, he joined Glostrext Technology as a System Engineer, where he was involved in IT tasks and continuous enhancement of our service offerings through increasing automation. In 2020, he was appointed as our Group Automation and IT Manager, where he managed all IT activities and IT automation initiatives within our Group, including the development of our Glostrext WiNA platform. In 2022, he was promoted to his current position.

NOTES:
Save as disclosed, none of the Key Senior Management:

(i) has any directorships in public companies and listed corporations;
(ii) has any family relationship with any Director and/or major shareholder of the Company;
(iii) has any COI or potential COI, including interest in any competing business with the Company and/or its subsidiaries; and
(iv) has been convicted of any offences within the past 5 years other than traffic offences, if any, or has been imposed any public sanction or penalty by the regulatory bodies during FYE 2026.

MANAGEMENT DISCUSSION & ANALYSIS

IR DR LEE SIENG KAI

Managing Director

BUSINESS OVERVIEW

Glostrext Group is an established and leading provider of geotechnical instrumentation services, with more than 3 decades of expertise in delivering specialised services that generate critical engineering data to support the safety, performance and resilience of construction and infrastructure projects. While we operate within the construction and infrastructure industry, we serve as a specialist provider of geotechnical and structural monitoring solutions, enabling our customers to make informed decisions throughout the lifecycle of their projects.

Today, our operations span across Malaysia, Singapore and Cambodia. We support a diverse range of projects across the residential, commercial, industrial and public infrastructure sectors. Beyond our core business, we extend our reach to provide power engineering equipment and services, serving semiconductor and data centre companies, as well as turbo-generator manufacturers through the installation, maintenance and trading of UPS systems, alternators, generators, and other related products, following the acquisition of Powertecs in FYE 2025.

Currently, our Group mainly operates across 3 business segments as detailed below:

Pile instrumentation and static load test services

Our pile instrumentation and pile static load test services are carried out to assess the load carrying or bearing capacity of foundation piles. By examining ground conditions as well as the design parameters and installation techniques of piles, we ensure that the piles bored or driven into the ground can safely support the designated load of the structure built on top.

Structural and ground instrumentation and monitoring services

We provide structural and ground instrumentation and monitoring services to safeguard the structural health of buildings and facilities. The measurement and monitoring data are crucial for our clients to ensure the ground conditions of a site are safe from hazardous events such as excessive movements or collapse of buildings and/or structures and landslides.

Power engineering equipment and services

We provide power engineering equipment and services, including mission critical power solutions UPS systems, alternators, generators and other related products to customers such as semiconductor and data centre companies as well as turbo-generator manufacturers.

MANAGEMENT DISCUSSION & ANALYSIS
cont'd

BUSINESS OVERVIEW *cont'd*

During the year, our Group fully utilised the proceeds raised from the Initial Public Offering ("IPO"), with these investments now beginning to translate into positive outcomes. A portion of the proceeds was allocated to our Group's R&D initiatives, which have been effectively deployed to enhance our technological capabilities. One of the key milestones is the successful commercialisation of the WiNA-aMLT, which has progressed from initial deployment to active commercial use, with proven adoption across projects in Singapore especially. These developments, together with our Group's broader operational execution, have contributed to our Group delivering the best annual financial performance since listing for FYE 2026, with PAT improving from RM1.48 million for FYE 2024, RM6.91 million for FYE 2025, and further to RM9.89 million for FYE 2026, reflecting the cumulative strength of our operations and successful execution of our long-term strategy.

As at 31 March 2026, our total unbilled order book stood at RM15.50 million, with 87.8% contributed by our pile instrumentation and static load test services segment as well as our structural and ground instrumentation and monitoring services segment. The remaining 12.2% was derived from our power engineering equipment and services segment, reflecting the initial contribution arising from the acquisition of Powertecs in FYE 2025, which has broadened our Group's revenue base and opened new growth avenues. With a solid operational foundation and a healthy order book, we remain confident in our ability to deliver sustainable growth and long-term value to our shareholders.

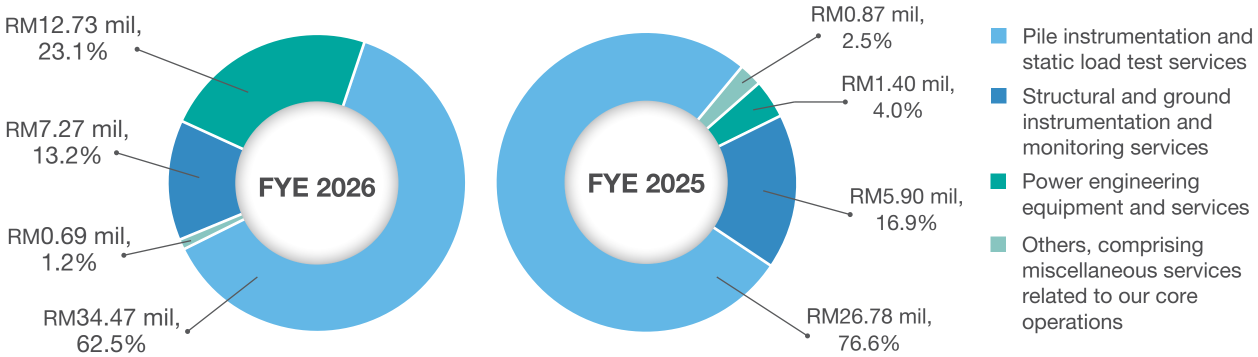
FINANCIAL PERFORMANCE REVIEW

	FYE 2026	FYE 2025	Variance	
	RM'000	RM'000	RM'000	%
Revenue	55,160	34,950	20,210	57.8
GP	23,307	16,239	7,068	43.5
PBT	12,808	8,562	4,246	49.6
PAT	9,890	6,910	2,980	43.1
Total comprehensive income	8,889	5,656	3,233	57.2
GP margin (%)	42.3	46.5		(4.2)
PBT margin (%)	23.2	24.5		(1.3)
PAT margin (%)	17.9	19.8		(1.9)

Revenue

Our Group recorded revenue of RM55.16 million for the FYE 2026, marking an increase of RM20.21 million or 57.8% from RM34.95 million in FYE 2025. The increase was mainly attributable to higher contributions from the power engineering equipment and services segment, which rose by RM11.33 million, coupled with the continued growth across our core business segments, namely pile instrumentation and static load test services as well as structural and ground instrumentation and monitoring services segments, which collectively contributed an additional RM9.06 million.

Our Group's revenue breakdown by business segment for FYE 2026 and FYE 2025 are shown as follows:



MANAGEMENT DISCUSSION & ANALYSIS
cont'd

FINANCIAL PERFORMANCE REVIEW *cont'd*

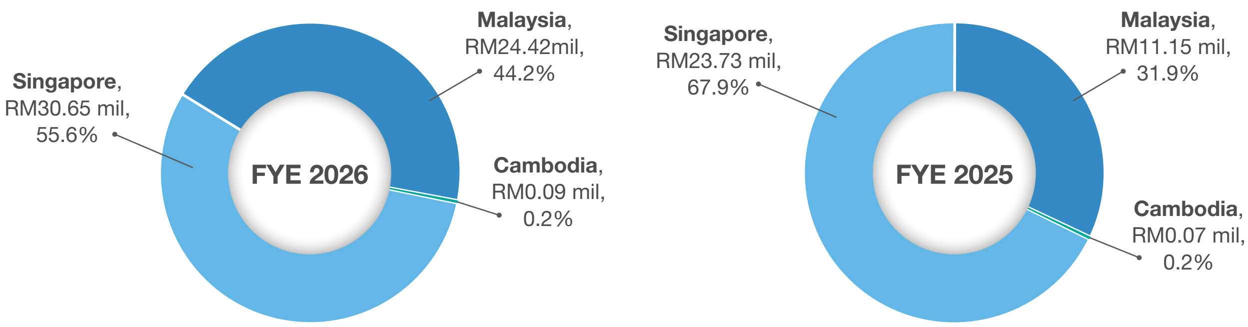
Revenue *cont'd*

In FYE 2026, our pile instrumentation and static load test services segment remained as our largest revenue contributor, contributing RM34.47 million or 62.5% of our Group's total revenue, which represents a RM7.69 million or 28.7% increase from FYE 2025. The increase was primarily driven by stronger demand from large-scale infrastructure and construction projects, as well as higher project activity and improved project execution of ongoing contracts.

Our power engineering equipment and services segment emerged as our second largest revenue contributor, contributing RM12.73 million or 23.1% of our Group's total revenue in FYE 2026. Revenue from this segment increased by RM11.33 million or 809.3% from RM1.40 million in FYE 2025, mainly due to the full-year revenue contribution from our subsidiary, Powertecs, in FYE 2026, compared to only a partial-period contribution in FYE 2025 following the completion of the acquisition in February 2025.

Our structural and ground instrumentation and monitoring services segment contributed RM7.27 million or 13.2% of our Group's total revenue in FYE 2026, representing an increase of RM1.37 million or 23.2%, from RM5.90 million in FYE 2025. The higher revenue from this segment was supported by a mixture of new and extensions of existing contracts.

By geographical markets, our Group's revenue distribution for FYE 2026 and FYE 2025 is illustrated as follows:



During FYE 2026, Singapore remained as our Group's principal market, contributing RM30.65 million or 55.6% of our Group's total revenue, followed by Malaysia at 44.2% and Cambodia at 0.2%. Revenue from Singapore increased by RM6.92 million or 29.2% from RM23.73 million in FYE 2025, mainly driven by steady project implementation and the continued progress of ongoing works in the market. Revenue from Malaysia recorded a higher contribution of RM24.42 million, representing an increase of RM13.27 million or 119.0% from RM11.15 million in FYE 2025, mainly attributable to higher domestic project activities and the full-year revenue contribution from Powertecs as mentioned above. Revenue from Cambodia remained relatively modest at RM0.09 million in FYE 2026.

GP and GP margin

In line with the significant growth in our revenue, our Group's GP increased by RM7.07 million or 43.5% from RM16.24 million in FYE 2025 to RM23.31 million in FYE 2026. However, our GP margin decreased by 4.2% from 46.5% in FYE 2025 to 42.3% in FYE 2026, mainly due to a higher revenue contribution from our power engineering equipment and services segment, which generally carries a lower GP margin compared to our core business segments.

MANAGEMENT DISCUSSION & ANALYSIS
cont'd

FINANCIAL PERFORMANCE REVIEW *cont'd*

PBT and PBT margin

During FYE 2026, we recorded a higher PBT at RM12.81 million, representing an increase of RM4.25 million or 49.6% from RM8.56 million in FYE 2025, primarily in line with the increase in GP of RM7.07 million recorded during the year. However, this was partially offset by higher administrative expenses of RM1.31 million, other expenses of RM0.56 million and net impairment loss on financial assets and contract assets of RM0.54 million, as well as lower other income of RM0.45 million. The increase in administrative expenses was mainly due to higher staff costs, while higher other expenses were mainly due to higher unrealised loss on foreign exchange, property, plant and equipment ("PPE") written off and depreciation expenses incurred during the year.

Overall, our Group's PBT margin decreased by 1.3% from 24.5% in FYE 2025 to 23.2% in FYE 2026 mainly due to the decrease in our GP margin, coupled with higher administrative and other expenses incurred during the financial year.

PAT and PAT margin

Our Group's PAT increased by RM2.98 million or 43.1% from RM6.91 million in FYE 2025 to RM9.89 million in FYE 2026. However, the PAT margin decreased by 1.9% from 19.8% in FYE 2025 to 17.9% in FYE 2026, in line with the decrease in our PBT margin. The decrease in PAT margin was also attributable to higher tax expenses, mainly arising from non-deductible expenses such as depreciation on non-qualifying assets and PPE written off.

FINANCIAL POSITION REVIEW

Statement of Financial Position

	31 March 2026	31 March 2025	Variance	
	RM'000	RM'000	RM'000	%
Non-current assets	32,078	30,503	1,575	5.2
Current assets	45,458	46,964	(1,506)	(3.2)
Total assets	**77,536**	**77,467**	**69**	**0.1**
Non-current liabilities	5,459	5,521	(62)	(1.1)
Current liabilities	6,405	10,993	(4,588)	(41.7)
Total liabilities	**11,864**	**16,514**	**(4,650)**	**(28.2)**
Net Assets (NA)	**65,672**	**60,953**	**4,719**	**7.7**
NA per share (sen)	15.75	14.62	1.13	7.7
Current ratio (times)	7.10	4.27	2.83	66.3
Gearing ratio (times)	0.09	0.15	(0.06)	(40.0)

Our Group's total assets increased by RM0.07 million or 0.1% from RM77.47 million as at 31 March 2025 to RM77.54 million as at 31 March 2026. This increase was primarily attributable to a RM1.58 million increase in non-current assets, mainly arising from the purchase of plant and machinery as well as motor vehicles to support our increased service engagements during the year.

MANAGEMENT DISCUSSION & ANALYSIS
cont'd

FINANCIAL POSITION REVIEW *cont'd*

Statement of Financial Position *cont'd*

However, the overall increase in non-current assets was partially offset by a RM1.51 million decrease in current assets, primarily driven by the net effects of the following:

(i) decrease in contract assets by RM7.70 million, mainly attributable to higher invoices issued during the financial year, resulting in amounts previously recognised as contract assets being reclassified to trade receivables upon billing; and

(ii) increase in trade receivables by RM6.19 million, mainly arising from the amounts billed and transferred from contract assets as described in (i) above, which remains uncollected from customers as at 31 March 2026.

Our Group's total liabilities decreased by RM4.65 million or 28.2%, from RM16.51 million as at 31 March 2025 to RM11.86 million as at 31 March 2026, primarily attributable to:

(i) decrease in bankers' acceptances and bank overdrafts of RM2.22 million collectively, mainly due to the lower utilisation of these facilities;

(ii) decrease in trade payables of RM1.77 million, mainly due to settlement of payment to our suppliers and subcontractors; and

(iii) decrease in term loans of RM0.60 million, mainly due to repayment of term loan instalments during the year.

Overall, our Group recorded a stronger NA position of RM65.67 million with NA per share of 15.75 sen as at 31 March 2026, compared to RM60.95 million and NA per share of 14.62 sen as at 31 March 2025. Meanwhile, our Group's financial position also strengthened, supported by a healthy current ratio of 7.10 times and a lower gearing ratio of 0.09 times.

Statement of Cash Flows

	FYE 2026	FYE 2025	Variance	
	RM'000	RM'000	RM'000	%
Net cash generated from operating activities	12,606	4,698	7,908	>100.0
Net cash (used in)/ generated from investing activities	(9,436)	339	(9,775)	(>100.0)
Net cash used in financing activities	(5,565)	(4,135)	(1,430)	34.6
Net increase in cash and cash equivalents	(2,395)	902	(3,297)	(>100.0)
Effect of exchange rate changes	(210)	(223)	13	5.8
Cash and cash equivalents at the beginning of financial year	13,203	12,524	679	5.4
Cash and cash equivalents as at the end of financial year	**10,598**	**13,203**	**(2,605)**	**(19.7)**

Our operating activities generated net cash of RM12.61 million, compared to RM4.70 million in FYE 2025. The significant increase in cash inflow was mainly driven by higher PBT by RM4.25 million. This was further supported by the favourable working capital changes, primarily driven by a decrease in contract assets of RM7.18 million, partially offset by an increase in trade and other receivables of RM6.89 million and a decrease in trade and other payables of RM2.54 million.

Our Group recorded a net cash outflow from investing activities of RM9.44 million in FYE 2026, primarily attributable to the purchase of PPE of RM5.17 million, mainly arising from the purchase of plant and machinery as well as motor vehicles to support our increased service engagements during the year. The cash outflow was also partially due to net placement of fixed deposits with tenures more than 3 months amounting to RM4.67 million.

Our Group recorded a net cash outflow from financing activities of RM5.57 million, which was attributable to the dividend payment amounting to RM4.17 million, repayment of term loans, bankers' acceptances, lease liabilities and hire purchase as well as interest paid, total amounting to RM1.40 million.

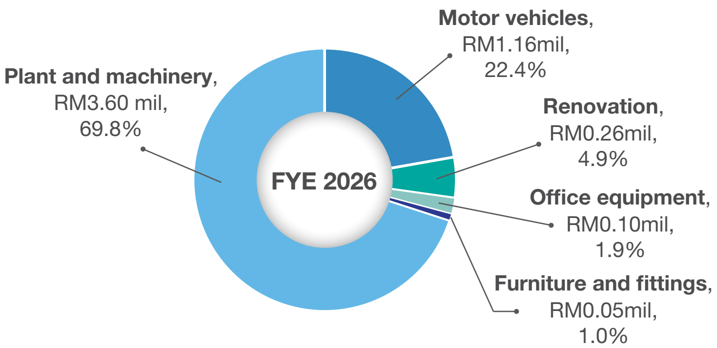
MANAGEMENT DISCUSSION & ANALYSIS
cont'd

CAPITAL STRUCTURE, RESOURCES AND EXPENDITURE

As at 31 March 2026, our Company's share capital amounted to RM50.95 million, comprising 417,041,000 ordinary shares with a NA per share of 15.75 sen.

We finance our Group's operations through cash generated from operations, available cash and bank balances, credit extended by suppliers as well as banking facilities provided by financial institutions. These banking facilities include bank overdrafts, bankers' acceptances, term loans and hire purchase.

During FYE 2026, our Group incurred a total capital expenditure of RM5.17 million, as detailed below:



Capital expenditure	RM'000
Plant and machinery	3,603
Motor vehicles	1,155
Renovation	255
Office equipment	99
Furniture and fittings	53
Total	**5,165**

Approximately 69.8% of the total capital expenditure was incurred for purchase of plant and machinery as we purchased more key instruments such as extensometers, load cells, data loggers and anchors to increase our operational capacity in meeting future customer demands.

As at 31 March 2026, we did not have any capital commitments.

ANTICIPATED OR KNOWN RISK

Macroeconomic, Geopolitical, and Environmental Risks

The construction and infrastructure sectors in Singapore and Malaysia form the foundation of our business, and our Group's performance is therefore closely linked to the stability of these markets. Any adverse changes in economic conditions, political developments, government policies and regulations, trade duties and tariffs, civil unrest, inflationary pressures, or foreign exchange controls may disrupt operations, delay project timelines, reduce customer demand, and affect our Group's profitability.

Beyond market forces, our Group's operations may also be adversely affected by natural disasters such as floods or storms, which may render project sites inaccessible, create safety risks for employees, and disrupt critical activities including instrument installation, testing, and data collection, resulting in delays in service delivery. Any future pandemics or endemic outbreaks could lead to industry-wide disruptions, operational interruptions, project delays, which will affect our Group's financial performance.

To mitigate these risks, our Group continues to monitor macroeconomic and market developments closely, review our business strategies where necessary, and explore opportunities to expand into new geographical markets to diversify our revenue streams and reduce dependence on any single market.

MANAGEMENT DISCUSSION & ANALYSIS
cont'd

ANTICIPATED OR KNOWN RISK *cont'd*

Foreign Exchange Fluctuation Risk

Our Group is exposed to foreign exchange fluctuation risk, where our overseas markets contributed 68.1% and 55.8% of total revenue in FYE 2025 and FYE 2026 respectively, with such revenue principally denominated in Singapore Dollar ("SGD"). In addition, certain supplies including hydraulic jacks, strain gauges and other instruments are sourced from overseas suppliers and transacted primarily in United States Dollar ("USD") and SGD. Any significant adverse movements in currency rates may negatively impact our Group's profitability.

To manage this exposure, our SGD exposure is naturally hedged at the subsidiary level, as Glostrext Technology (S) Pte Ltd records both its sales and purchases in SGD, thereby partially offsetting our SGD revenue against SGD-denominated costs. For our USD exposure, our Group maintains a USD-denominated bank account to facilitate the payments to our overseas suppliers. Our Group does not use any financial derivative instruments to manage the USD exposure.

Competition Risk

Our Group operates in a specialised and moderately competitive industry, where we compete with dedicated geotechnical instrumentation service providers, test laboratories, and piling companies with in-house geotechnical capabilities, on the basis of technical expertise, service quality, reliability of delivery, project track record, and pricing. Intensifying competition within the industry could result in a loss of market share or customers, which may adversely affect our financial performance.

To mitigate this risk, we continuously develop our staff competency while staying closely engaged with our customers through regular meetings and satisfaction surveys, allowing us to better understand their needs, gather meaningful feedback, and refine our service offerings accordingly. These efforts are further supported by our ongoing R&D initiatives, including the development of the Glostrext WiNA Platform and WiNA-aMLT, to deliver superior, technology-driven solutions that strengthen our competitive position.

FUTURE PROSPECTS AND OUTLOOK

According to the International Monetary Fund ("IMF"), global economic growth is forecast to moderate to 3.1% in 2026 as escalating geopolitical tensions, volatile commodity prices, and uncertainty surrounding international trade and financial conditions dampen global demand and business confidence. Notwithstanding these external headwinds, our Group remains cautiously optimistic on construction activities in both Malaysia and Singapore, which continues to be underpinned by sustained infrastructure investment and private sector developments.

In Singapore, the Building and Construction Authority ("BCA") projects total construction demand to remain steady at SGD47.00 billion to SGD53.00 billion in 2026, supported by major infrastructure development projects including the Changi Airport Terminal 5 development, Marina Bay Sands Integrated Resort expansion, and various public infrastructure projects. Construction output is also projected to increase by approximately 7.0% to between SGD43.00 billion and SGD46.00 billion in 2026. As Singapore remains our Group's core market, these developments are expected to continue driving demand for our pile instrumentation, static load testing services, and structural and ground instrumentation and monitoring services.

On the domestic front, Bank Negara Malaysia ("BNM") projects Malaysia's construction sector to expand by 9.1% in 2026, driven by continued activities across all subsectors, including civil engineering, non-residential and residential subsectors. In particular, the growing pipeline of data centre projects is expected to be a key driver of demand for mission-critical infrastructure and reliable power systems, benefiting both our Group's core business segments and trading segment comprising generators, alternators and related electrical products.

To capitalise on these growth opportunities, our Group continues to strengthen our technological capabilities through ongoing R&D initiatives to improve our Glostrext WiNA Platform. Our aMLT has progressed from initial deployment to active commercial application, with proven adoption across multiple projects, particularly in Singapore. This transition into commercial use reflects our Group's ability to translate innovation into practical engineering solutions, enhancing efficiency, improving data reliability, and reducing operational dependency on manual processes.

MANAGEMENT DISCUSSION & ANALYSIS
cont'd

FUTURE PROSPECTS AND OUTLOOK *cont'd*

Our Group also continues to leverage the capabilities and market presence of Powertecs, to broaden our Group's exposure within the power engineering equipment and services segment. Supported by growing demand for uninterrupted and reliable power supply across data centres, industrial facilities, and critical infrastructure projects, the UPS, generators, and alternators segment is expected to contribute positively to our Group's diversified revenue base.

Looking ahead, our Group will continue to focus on securing new projects, expanding our order book, and enhancing our proprietary technologies through ongoing R&D initiatives, with the aim of sustaining long-term growth and strengthening shareholder value.

DIVIDENDS

At present, our Company does not have a formal dividend policy. Any recommendation or declaration of dividends is at the discretion of our Board and is subject to various factors, including financial performance, business expansion plans, cash flow management, capital expenditure requirements, and other relevant considerations as determined by our Board.

During FYE 2026, our Board declared 2 interim single-tier dividends, amounting to a total of 1.00 sen per ordinary share, with an aggregate payout of RM4.17 million, translating to a dividend payout ratio of 42.0%. The details of the dividends declared in respect of FYE 2026 are tabled below:

	Declaration Date	Dividend per Share (sen)	Payment Date	Total Dividend Declared (RM'000)
1st Interim	31 Jul 2025	0.50	28 Aug 2025	2,085
2nd Interim	18 Nov 2025	0.50	2 Jan 2026	2,085
Total		**1.00**		**4,170**

SUSTAINABILITY STATEMENT

As a specialist in geotechnical and structural instrumentation, Glostrext provides testing and monitoring services that construction and infrastructure projects rely on for safer and more resilient outcomes across the built environment.

At Glostrext, sustainability is central to how we operate and the value we deliver. Beyond environmental considerations, our approach to sustainability encompasses our economic conduct, social responsibilities and governance standards, reflecting our commitment to long-term and responsible business practices.

The Board is pleased to present this Sustainability Statement for FYE 2026, which outlines our efforts and progress in managing sustainability-related risks and opportunities across the Economic, Environmental, Social and Governance ("EESG") pillars, in line with the expectations of our stakeholders and the nation's broader sustainability goals.

SCOPE AND REPORTING PERIOD

This Sustainability Statement provides an overview of our Group's sustainability strategies, initiatives and performance for the financial period from 1 April 2025 to 31 March 2026, unless otherwise stated. The EESG disclosures contained herein encompass all subsidiaries within our Group, where applicable.

BASIS, GUIDELINE AND REFERENCE

This Sustainability Statement has been prepared using all available internal information, in accordance with the ACE Market Listing Requirements ("AMLR") of Bursa Securities and Bursa Securities' Sustainability Reporting Guide 3rd Edition. The United Nations Sustainable Development Goals ("UNSDG") have also been referenced as a guideline in mapping our material sustainability matters and formulating our sustainability strategies.

MATERIAL MATTERS ASSESSMENT

In FYE 2026, our Group reassessed the sustainability matters identified in the preceding financial year and evaluated whether any additional material matters had emerged. This assessment considered both sustainability risks and opportunities most relevant to our Group and various stakeholders within the EESG context. Further details are set out in the Material Matters Matrix within this Sustainability Statement.

STATEMENT OF ASSURANCE

This Sustainability Statement has not been subjected to internal audit review or obtained external independent assurance. The disclosures have been prepared by Management using internal data collection and reporting process, with oversight by the ARMC and approval by the Board. We will continue to assess the merits of obtaining internal or external assurance to further strengthen the credibility of our future disclosures.

FEEDBACK

As part of our ongoing effort to improve our sustainability measures and reporting standard, we welcome all feedback, comments and enquiries on this Sustainability Statement or any other sustainability matter. Relevant feedback and comments can be directed to our email at mjlee@glostrext.com.my.

SUSTAINABILITY STATEMENT
cont'd

SUSTAINABILITY FRAMEWORK

At the heart of our sustainability approach is our Environmental, Social and Governance ("ESG") Policy and Framework, which provides the structured basis for embedding EESG considerations across our core operations. Sustainability is also one of our 6 Strategic Business Principles, reflecting how deeply it shapes our actions, our organisational culture and our pursuit of long-term value for stakeholders.

Building on this framework, our Group has also adopted the 6 Capitals Model introduced by the International Integrated Reporting Council ("IIRC"), which helps us evaluate and manage our impacts and our creation of sustainable value across 6 interconnected forms of capital:

Financial Capital	Intellectual Capital	Organisational Capital	Human Capital	Social Capital	Natural Capital
Funds available, including those generated from operations, equity, debt and other financial instruments	Knowledge-based assets such as proprietary innovation capabilities, trademarks and brand reputation	Corporate governance, internal control systems and procedures	Skills, experience, motivation, alignment with organisational goals	Relationships with key stakeholders, shared norms and values, trust and confidence	Environmental resources and ecosystems that our Group depends on or affects, such as water, land and climate

By assessing our performance through these 6 capitals, we are able to think holistically, understand the interdependencies among the different forms of capital, identify risks and opportunities beyond the financial perspective, make more informed long-term decisions and communicate more transparently with our stakeholders.

SUSTAINABILITY STATEMENT
cont'd

SUSTAINABILITY GOVERNANCE STRUCTURE

To support effective implementation of our ESG Policy and Framework, we have a structured sustainability governance structure comprising the Board, the ARMC, the Management Team and the Sustainability Team, with the Board holding ultimate accountability for our overall sustainability management. The Management Team comprises our Executive Directors and Key Senior Management, while the Sustainability Team is led by our Sustainability Officer.

The respective roles and responsibilities of our Board, ARMC, Management Team and Sustainability Team in relation to sustainability governance are set out below:

The Board	• To establish, approve and commit to the ESG Policy and Framework
ARMC	• To assist the Board in discussing and defining the Group's sustainability policies and strategies • To oversee matters relevant to the Group's sustainability risks and opportunities • To review and oversee the effectiveness of the Group's sustainability management
Management Team	• To drive the implementation of the Group's sustainability strategies • To approve key sustainability programmes, set strategic targets and establish key performance indicators • To continuously monitor and review sustainability performance
Sustainability Team	• To support and contribute to the Group's sustainability strategies • To integrate sustainability initiatives into daily operations • To recommend appropriate strategic approaches and performance targets aligned with the Group's sustainability objectives • To align sustainability strategies with the Group's purpose-driven leadership model • To report sustainability programme updates and performance metrics to the Management Team

SUSTAINABILITY STATEMENT
cont'd

STAKEHOLDER ENGAGEMENT

Meaningful and consistent engagement with our stakeholders is integral to our sustainability approach. Each stakeholder group holds distinct perspectives and expectations that are valuable in shaping our sustainability priorities and strategies. Through structured and ongoing engagement, we seek to identify emerging concerns, align our sustainability initiatives accordingly and ensure that our efforts remain purposeful and responsive to stakeholder needs. In FYE 2026, we identified 6 key stakeholder groups and engaged with them through the following approaches:

Stakeholders	Areas of Interest/Concern	Engagement Approaches	Frequency
Shareholders/ Investors	• Financial and operational performance • Business strategies and future plan • Corporate governance • Regulatory compliance	• General meetings • Annual report • Quarterly financial results • Company website • Announcements made on Bursa Securities website	• Annually • Quarterly • As and when needed
Employees	• Personal and career development • Occupational safety and health ("OSH") compliance • Competitive remuneration package	• Training and development programmes • Safety training and awareness programmes • Performance appraisal	• Annually • As and when needed
Customers	• Quality and on-time delivery • OSH compliance • Customer satisfaction and experience • Good working relationship	• Physical and virtual communications • Regular meetings and feedback • Industry networking events	• Daily • As and when needed
Suppliers/ Contractors	• Transparent procurement practices and pricing • Credit terms and timely payment • Good working relationship	• Physical and virtual communications • Supplier registration • Contract engagement • Supplier assessment • Industry networking events	• Daily • As and when needed
Communities	• Local employment creation • Local economic support • Industry best practices	• Industry networking events • Local recruitment • Support for local suppliers and contractors	• As and when needed
Government/ Regulators	• Corporate governance • Regulatory compliance	• Annual report • Participation in seminars and information sessions conducted by the authorities • Regular updates from company secretary on latest regulatory developments • Announcements made on Bursa Securities website	• Annually • As and when needed

SUSTAINABILITY STATEMENT
cont'd

MATERIAL MATTERS ASSESSMENT AND SUSTAINABILITY STRATEGIES

Material Matters Assessment Process

The sustainability landscape encompasses a broad range of issues, each varying in significance to our business and our stakeholders. Through our stakeholder engagement, we gather insights that guide our material matters assessment, enabling us to identify and prioritise the sustainability matters most relevant to our Group and our various stakeholders, and direct our strategies and resources towards areas of greatest impact. We continue to adopt a three-step approach to conduct our material matters assessment, as illustrated below:

Identification

To identify sustainability risks and opportunities that are relevant to both the Group and various stakeholders.

Assessment

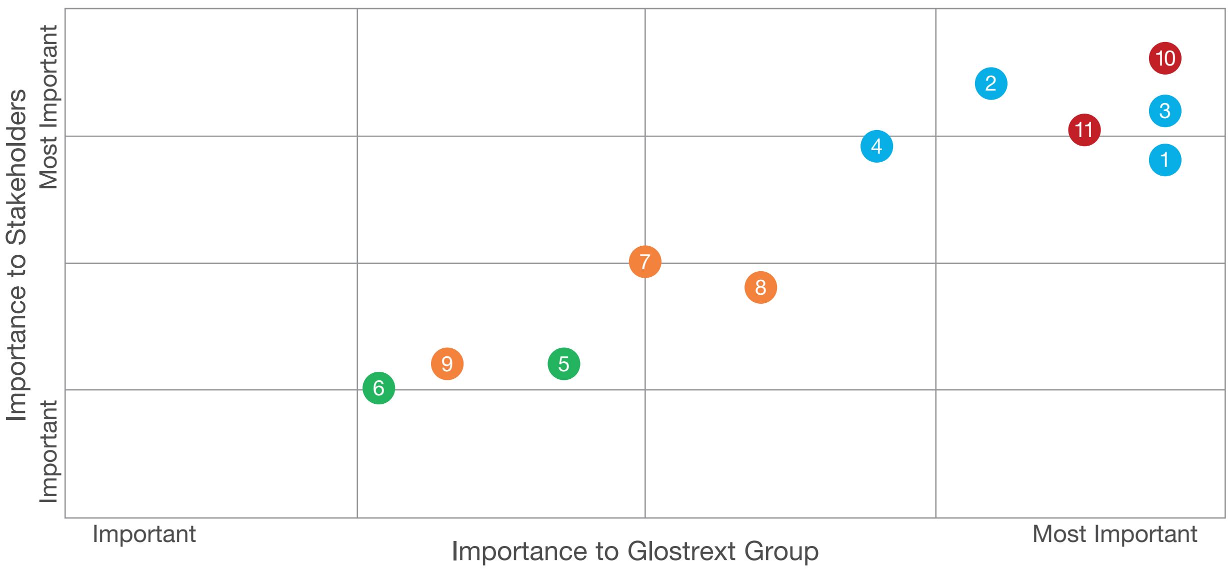
To assess the significance of the identified sustainability matters from both the Group's and stakeholders' perspectives.

Prioritisation

To prioritise and rank each sustainability matter in accordance with the degree of impact to the Group and stakeholders.

Material Matters Matrix

During FYE 2026, we reviewed and reassessed the 11 material matters identified in the preceding financial year to ensure their continued relevance. Based on this assessment, we concluded that all 11 material matters remained significant to both our Group and our stakeholders, with no material change in their relative positioning from the prior year and their importance ranging from "Important" to "Most Important", as presented in the Material Matters Matrix below:



1. Sustainable Business Growth
2. Technological Innovation
3. Quality Assurance and Quality Control Procedures
4. Supply Chain Management
5. Energy Management
6. Water Management
7. Diversity and Equal Opportunity
8. OSH
9. Employee Rights and Welfare
10. Regulatory Compliance
11. Corporate Governance

SUSTAINABILITY STATEMENT
cont'd

MATERIAL MATTERS ASSESSMENT AND SUSTAINABILITY STRATEGIES *cont'd*

Sustainability Strategies and Mapping of UNSDG

We mapped our material matters against the 17 UNSDG to anchor our sustainability strategies to globally recognised sustainability priorities. As all 11 material matters remained relevant, our strategies are largely consistent with the previous year. For FYE 2026, 9 UNSDG correspond to our identified material matters, as set out below:

	Material Matters	Sustainability Strategies	UNSDG
Economic	• Sustainable Business Growth • Technological Innovation • Quality Assurance and Quality Control Procedures • Supply Chain Management	• To sustain our business growth by diversifying our operations and strengthening our industry presence • To leverage technology and innovation to improve our operational efficiency and service quality • To maintain consistently high quality in our products and services through effective supply chain management and robust quality control systems • To build and maintain strong relationships with suppliers and contractors to ensure an efficient supply chain while contributing to the local economy whenever feasible	8 DECENT WORK AND ECONOMIC GROWTH
Environmental	• Energy Management • Water Management	• To incorporate green energy solutions and energy-efficient practices into business operations • To introduce and implement water conservation measures within business operations	6 CLEAN WATER AND SANITATION 7 AFFORDABLE AND CLEAN ENERGY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Social	• Diversity and Equal Opportunity • OSH • Employee Rights and Welfare	• To safeguard the rights, interests and well-being of employees at all times • To cultivate a safe, healthy and inclusive working environment that motivates and retains our talent • To arrange company events and initiatives that encourage employee engagement and strengthen organisational cohesion	3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES
Governance	• Regulatory Compliance • Corporate Governance	• To comply with all applicable regulations, laws, policies and procedures to ensure effective regulatory adherence and sound corporate governancee	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

SUSTAINABILITY STATEMENT
cont'd

ECONOMIC ENVIRONMENT SOCIAL GOVERNANCE

SUSTAINABLE BUSINESS GROWTH

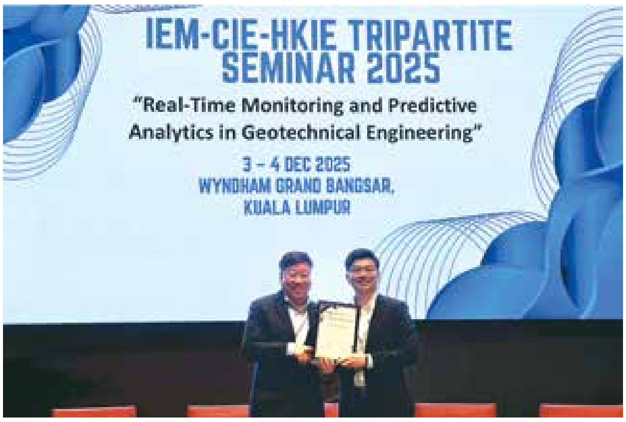
TARGET 8·1
SUSTAINABLE ECONOMIC GROWTH

With over 3 decades of experience in geotechnical instrumentation and testing, we have built a steady track record of growth and have progressively broadened our service offerings beyond our core instrumentation and monitoring services to include pile static load testing, off-site remote monitoring via our WiNA platform, and the supply of UPS systems and related equipment. As we continue to grow, we remain committed to sustaining our business growth and delivering long-term value for our stakeholders in line with UNSDG Target 8.1.

Strengthening Industry Presence

Strengthening our presence and reputation within the industry supports our commitment to sustainable business growth, helping us build relationships, stay abreast of the latest technical developments and create new opportunities. During FYE 2026, we actively participated in key industry events to share technical knowledge and reinforce our standing in geotechnical engineering, as follows:

In September 2025, our Technical Adviser for Glostrext Singapore, Er Chong Yit Wah, was invited to speak at the IES Geotechnical Conference in Singapore, presenting on recent developments in pile instrumentation and our aMLT system.



In December 2025, we sponsored the MGC 2025 in Kuala Lumpur, where our Managing Director, Ir Dr Lee Sieng Kai, presented our technical paper on the WiNA Platform based aMLT real-time monitoring system at the IEM-CIE-HKIE Tripartite Seminar held in conjunction with the conference.

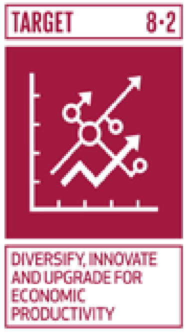
TARGET 8·2
DIVERSIFY, INNOVATE AND UPGRADE FOR ECONOMIC PRODUCTIVITY

Through our participation in these events, we contributed to the advancement of industry knowledge and reinforced our position as an active contributor to geotechnical engineering excellence, in alignment with UNSDG Target 8.2.

SUSTAINABILITY STATEMENT
cont'd

ECONOMIC ENVIRONMENT SOCIAL GOVERNANCE

TECHNOLOGICAL INNOVATION



At Glostrext, technological advancement is central to how we enhance our service offerings and drive operational excellence. In line with UNSDG Target 8.2, we prioritise R&D to develop innovative solutions that improve automation, efficiency and service quality. During FYE 2026, we continued to leverage and advance the following technologies across our operations:

Glostrext WiNA Platform

Glostrext WiNA platform is a web-based solution that integrates Internet of Things ("IoT")-enabled sensors with data visualisation software, enabling remote and real-time monitoring of structural and ground conditions. Through automated and continuous data collection, the platform reduces reliance on manual intervention and supports more efficient processing and analysis of large volumes of data.

WiNA-aMLT

Building on our WiNA platform, our aMLT system automates the entire pile loading, holding and unloading process, enhancing precision and reliability in pile load testing. The aMLT system utilises accredited and calibrated instruments to ensure trusted and accurate performance, supporting our commitment to delivering high-quality and dependable services to our clients.

In addition, we utilise the following technologies within our operations to further enhance efficiency and service delivery:

Visual Data Vision

A data visualisation software integrated with the Glostrext WiNA platform that organises and displays structural and ground instrumentation data through interactive charts, with real-time alert functions for outlier detection to enhance overall monitoring efficiency.

Canary System

A data acquisition software to collect, view and analyse data.

SUSTAINABILITY STATEMENT
cont'd

ECONOMIC ENVIRONMENT SOCIAL GOVERNANCE

QUALITY ASSURANCE AND QUALITY CONTROL PROCEDURES

At Glostrext, quality assurance underpins every aspect of our service delivery. We maintain close communication with our customers to ensure that any quality concerns are addressed promptly by our engineers and technicians.

Our commitment to quality is reinforced by internationally recognised certifications. Both Glostrext Technology and Spectest have maintained ISO 9001:2015 certification since January 2022, under the respective scopes of "provision of geotechnical instrumentation monitoring (rental of load cells services)" and "provision of geotechnical instrumentation monitoring (vibration monitoring services)". These certifications reflect our dedication to maintaining consistent quality standards and reinforce the confidence of our stakeholders in our services.

Beyond certification, our technical competence is further reinforced by our 2 accredited laboratories. Our Malaysia laboratory holds MS ISO/IEC 17025 accreditation covering both dimensional and force calibration, whilst our Singapore laboratory is accredited under ISO/IEC 17025 for dimensional calibration. These accreditations confirm our ability to consistently deliver technically valid test results and calibrations for extensometers, transducers, linear variable displacement transducers, vibrating wire strain gauges and force measuring instruments, reinforcing our standing and reputation within the construction sector.

ISO 9001:2015


ACCREDITATION SCHEME FOR LABORATORIES

Singapore Accreditation Council

Number : LA-2021-0791-C
Date of Issue : 02 October 2025
Date of Expiry : 01 October 2029

Certificate of Accreditation

This certifies that

GLOSTREXT TECHNOLOGY (S) PTE. LTD.
30 Kaki Bukit Road 3
#06-09 Empire Techno Centre
Singapore 417819

is accredited by the Singapore Accreditation Council to

ISO/IEC 17025:2017 General requirements for the competence of testing and calibration laboratories

within the field/programme of

Calibration & Measurement

for the specific scope as detailed in the attached schedule.

On behalf of the Singapore Accreditation Council
Amos Leong
Chairman

This Certificate is awarded subject to the organisation's compliance with the stated criteria and terms and conditions laid down by the Singapore Accreditation Council.

Scan to verify details

ISO/IEC 17025

MS ISO/IEC 17025

SUSTAINABILITY STATEMENT
cont'd

SUPPLY CHAIN MANAGEMENT

Supply chain management is an integral part of how we maintain operational continuity and deliver consistently on our commitments to customers. We conduct annual performance evaluations on our suppliers and contractors in compliance with ISO 9001:2015 requirements, assessing them across multiple criteria including delivery timeliness, quality of products and services, level of cooperation, technical support, flexibility in responding to urgent requests and pricing. Suppliers or contractors who fall short of our required standards are subject to corrective actions or may face termination. We are pleased to report that all suppliers and contractors met our evaluation criteria in FYE 2026. As at 31 March 2026, we had a total of 77 approved suppliers and contractors.

In support of UNSDG Target 8.1, we endeavour to source materials and services locally wherever possible. We recognise that certain specialised materials such as load cells, hydraulic jacks and strain gauges require international sourcing due to limited local availability. Notwithstanding this, we remain committed to sourcing our materials and services from local suppliers and contractors where they are widely available, reflecting our commitment to supporting the domestic supply chain ecosystem.

As part of our procurement strategy, we proactively plan and forecast our instrument and equipment requirements, particularly for items sourced internationally, maintaining a minimum inventory level of at least 3 months' supply to ensure uninterrupted project delivery. We are pleased to report that there were no supply chain disruptions during FYE 2026.

SUSTAINABILITY STATEMENT
cont'd

ECONOMIC ENVIRONMENT SOCIAL GOVERNANCE

ENERGY MANAGEMENT

Responsible energy consumption is an important aspect of our environmental stewardship. As our operations expand, the energy demands across the machinery and equipment supporting our day-to-day activities have grown correspondingly. We remain committed to using energy responsibly and managing our consumption as our business grows.

In FYE 2026, we recorded an energy consumption of 102,258 kWh, compared to 100,162 kWh in FYE 2025. The increase is attributable to the growth in our operational activities, as we undertook a higher number of service engagements throughout the year. To reduce our reliance on conventional energy sources, our headquarters is equipped with rooftop solar panels in line with UNSDG Target 7.2, allowing us to generate renewable energy to offset a portion of our electricity needs. During the year, we exported 8,209 kWh of excess solar energy to Tenaga Nasional Berhad ("TNB"), contributing to a cleaner energy mix and reinforcing our commitment to transitioning towards more sustainable energy practices.

	FYE 2024 (kWh)	FYE 2025 (kWh)	FYE 2026 (kWh)
Energy Consumption	77,398	100,162	102,258
Solar Energy Exported to TNB	12,525	8,104	8,209

Beyond our renewable energy efforts, we continued to adopt the following green practices in support of UNSDG Target 12.2:

- Practising mindful use of electrical appliances and lighting by switching them off when not required;
- Promoting carpooling among employees for work commutes, meetings and project site visits to reduce vehicle emissions; and
- Conducting virtual meetings where feasible to limit unnecessary travel and reduce our carbon footprint.

SUSTAINABILITY STATEMENT
cont'd

ECONOMIC ENVIRONMENT SOCIAL GOVERNANCE

WATER MANAGEMENT

Responsible water use is an important part of our environmental commitment. As our operations expand, we continue to monitor our water consumption and take deliberate steps to use water efficiently across our operations.

	FYE 2024 (m^3)	FYE 2025 (m^3)	FYE 2026 (m^3)
Water Consumption	348	422	500

Our water consumption increased to 500 m^3 in FYE 2026 from 422 m^3 in FYE 2025, driven by the broader scale of operational activities we undertook during the year. Notwithstanding this, we remain committed to consuming water responsibly and have continued to implement the following conservation initiatives across our operations in alignment with UNSDG Target 6.4:

- Cultivating awareness of water conservation among our employees, encouraging mindful and purposeful use to minimise waste and inviting their suggestions for further improvement;
- Ensuring that water leaks are identified and rectified promptly upon detection; and
- Adopting water-efficient fittings across our facilities where practicable.

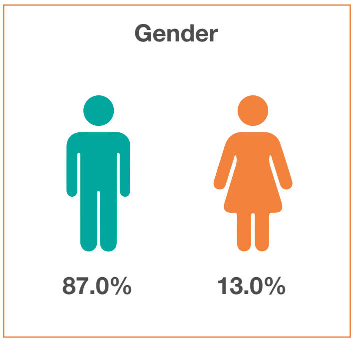
SUSTAINABILITY STATEMENT
cont'd

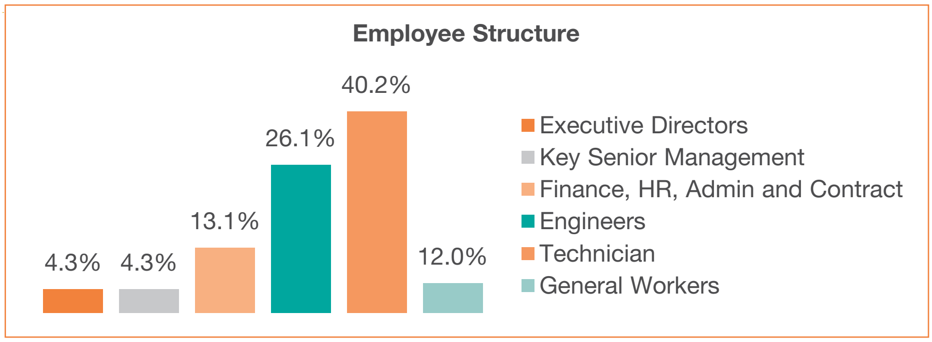
ECONOMIC ENVIRONMENT **SOCIAL** GOVERNANCE

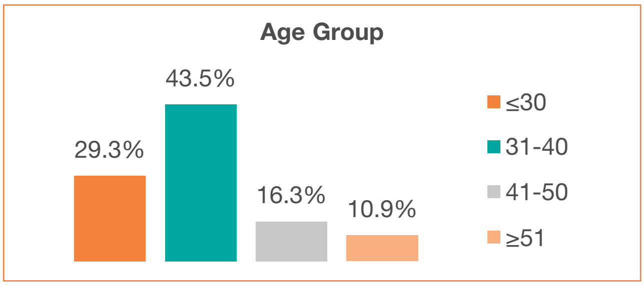
DIVERSITY AND EQUAL OPPORTUNITY

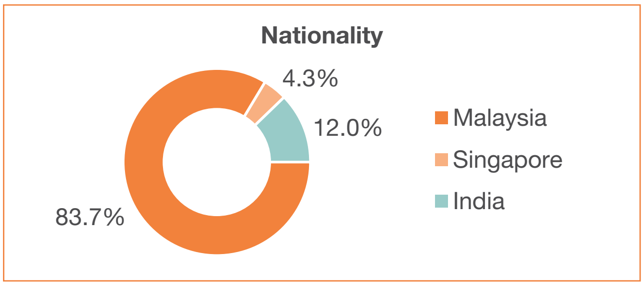
Building an inclusive and equitable workplace is a commitment we uphold across every level of our organisation. We believe that such a workplace, where individuals are treated with fairness and equity regardless of gender, age, ethnicity or nationality, strengthens our collective capability and supports our long-term sustainability. In line with UNSDG Target 10.3, our Diversity Policy sets out clear objectives, targets and strategies to promote equal opportunities at both the Board and workforce levels.

As at 31 March 2026, our Group had a total of 92 employees with the demographics as follows:









Our workforce remains predominantly male, reflecting the nature of the geotechnical and construction industry, where site-based and technical roles have traditionally drawn more male talent. We remain committed to providing equal opportunities and to broadening female participation over time.

At the Board level, women comprised 42.9% of our Board as at 31 March 2026, in alignment with UNSDG Target 5.5, reflecting the emphasis we place on gender diversity in our decision-making and governance structure.

Alongside our diversity commitments, we place considerable importance on employee retention as a matter of long-term business continuity and organisational resilience. In FYE 2026, our employee turnover rate improved to 7.6%, from 8.4% in FYE 2025, remaining within a low and manageable range.

Our workforce comprises 100.0% permanent employees, reflecting our commitment to providing job security for our people and supporting our operational resilience. We also employ retirees in support of Malaysia's ageing-workforce agenda. As at 31 March 2026, 5.4% of our workforce was aged 60 and above, enriching our organisation through cross-generational knowledge exchange.

SUSTAINABILITY STATEMENT
cont'd

ECONOMIC ENVIRONMENT **SOCIAL** GOVERNANCE

OSH

A safe and healthy working environment is fundamental to our people's wellbeing and to the sustainability of our operations. We hold ourselves to high standards of OSH management and are committed to safeguarding the health and safety of our employees. In alignment with UNSDG Target 8.8, we have adopted an OSH Policy that outlines clear guiding principles for all employees across our Group to uphold and cultivate a safe and healthy workplace, as follows:

OSH Policy

- Maintaining high standards of OSH, with every employee responsible for complying with all applicable safety, health and environmental laws and regulations;
- Providing a safe working environment, with Management responsible for ensuring workplace safety and employees responsible for performing work in accordance with safe standards and practices;
- Promoting OSH through cooperation among management and employees, taking all reasonably practicable measures to maintain a safe working environment and manage workplace hazards;
- Supporting continual improvement in OSH through periodic reviews of this OSH Policy;
- Ensuring Management accountability for OSH matters and continual contributions towards employee health and safety; and
- Allocating appropriate resources for the effective implementation of this OSH Policy.

We have appointed a dedicated Safety Officer to oversee all OSH matters across our Group, in compliance with the Occupational Safety and Health Act 1994 in Malaysia and the Workplace Safety and Health Act 2006 in Singapore. Our OSH management is further supported by our ISO 45001:2018 certification, attained in September 2022, and our BizSAFE Level Star Certificate issued by Singapore's Workplace Safety and Health Council.

We are proud to highlight that, under our stringent OSH management, we have reported zero work-related injuries in our workplace during FYE 2026. Moving forward, we remain committed to maintaining a safe and injury-free working environment for all employees.


SOCOTEC
CERTIFICATE
Glostrext Technology (S) Pte Ltd
ISO 45001 : 2018

ISO 45001:2018


Date of issue: 29/08/2025
bizSAFE STAR
CERTIFICATE
The Workplace Safety and Health Council is pleased to certify that
GLOSTREXT TECHNOLOGY (S) PTE. LTD.
has fulfilled the requirements to attain bizSAFE Level Star
This certificate is valid till 21/09/2028
Christopher Koh
General Manager
Workplace Safety and Health Council
Certificate No. E17257

BizSAFE Level Star

SUSTAINABILITY STATEMENT
cont'd

EMPLOYEE RIGHTS AND WELFARE

Our people are central to everything we do. We believe that a motivated, well-supported workforce is the foundation upon which sustainable business performance is built, and we are committed to creating an environment where our employees feel valued, protected and empowered to grow. In this regard, we provide a comprehensive suite of employee benefits outlined in our Employee Handbook, with entitlements calibrated according to each employee's job grade, designation and length of service, as summarised below:

Employee Benefits	
• Annual leave • Medical and hospitalisation leaves • Marriage leave • Maternity and paternity leaves • Childcare leave • Compassionate leave	• Reservist/in-camp training leave • Travelling allowance • Group Hospital and Surgical Insurance • Group Personal Accident Insurance • Membership of professional associations • Long service award

Underpinning our commitment to employee wellbeing, we extend Group Hospital and Surgical Insurance as well as Group Personal Accident Insurance to our employees, ensuring they have access to quality healthcare coverage and financial protection, in alignment with UNSDG Target 3.8. Separately, we offered our employees an influenza vaccination programme on 11 October 2025, a proactive step in promoting preventive healthcare, safeguarding our workforce's health and strengthening operational resilience.

We also place great emphasis on the professional development of our people. A skilled and adaptable workforce strengthens our long-term resilience and competitiveness. We therefore invest in training and upskilling that equip our employees with the knowledge and capabilities needed to excel in their roles, in support of UNSDG Target 4.4.

During FYE 2026, we invested approximately RM23,000, in the following training programmes:

Training Programmes in FYE 2026	
April 2025	• Perform Work at Height • Apply Workplace Safety & Health ("WSH") in Construction Sites
May 2025	• Construction Plant Operation (Non-Lifting)
June 2025	• Cert Course in Instrumentation & Monitoring for Construction Sites • Noise & Vibration Monitoring Course

SUSTAINABILITY STATEMENT
cont'd

ECONOMIC ENVIRONMENT SOCIAL GOVERNANCE

EMPLOYEE RIGHTS AND WELFARE (CONT'D)

During FYE 2026, we invested approximately RM23,000, in the following training programmes (Cont'd):

Training Programmes in FYE 2026 (Cont'd)	
August 2025	• Construction Safety Orientation Course
September 2025	• Apply WSH in Construction Sites • Geotechnical Society of Singapore Workshop • Noise & Vibration Monitoring Course
October 2025	• Continuing Education and Training ("CET") for WSH-Related Trades • Manage WSH in Construction Sites • Construction Safety Orientation Course
November 2025	• Apply WSH in Construction Sites • Certificate in ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 QEHS Integrated Management System Internal Auditor • WSH Micro-Learning Programme
December 2025	• Certificate in ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 QEHS Integrated Management System Internal Auditor • Manage WSH in Construction Sites • Anti-Bribery & Anti-Corruption Course
January 2026	• WSH Management in Construction Industry • JTC Safety Induction Course • Seminar Sales and Service Tax on Construction
February 2026	• CET Electrical Works • CET Plumbing & Piping Works • IEM Seminar

Throughout FYE 2026, we also brought our people together through a series of employee engagement activities, as follows:

Annual Dinner 2025

On 14 December 2025, we gathered at Hilton Hotel for our Annual Dinner, an evening dedicated to celebrating the contributions of our people and the milestones achieved throughout the year. The occasion offered a welcome opportunity for colleagues across departments to come together, recharge and strengthen the bonds that define our workplace culture.

Iftar Gathering

On 11 March 2026, we hosted an Iftar Gathering at Anjum KLCC Restaurant, bringing together employees from across our Group in a celebration of unity and togetherness during the holy month of Ramadhan. The event was a meaningful reflection of the warmth and inclusivity that we strive to nurture within our organisation, honouring the diversity of our people and the mutual respect that binds us.

SUSTAINABILITY STATEMENT
cont'd

ECONOMIC ENVIRONMENT SOCIAL **GOVERNANCE**

REGULATORY COMPLIANCE

Our commitment to regulatory compliance goes beyond meeting minimum legal requirements. We view compliance as a direct expression of our accountability to our stakeholders and a necessary condition for building a business that is ethical, transparent and positioned for sustainable growth. This commitment is reflected across our Group through a proactive compliance culture, underpinned by a suite of internal policies and Standard Operating Procedures ("SOPs"). The key laws and regulations governing our business operations include, amongst others:

- Companies Act 2016
- Malaysian Anti-Corruption Commission Act 2009
- Construction Industry Development Board Act 1994
- Factories and Machinery Act 1967
- Occupational Safety and Health Act 1994
- Workplace Safety and Health Act 2006
- Building Control Act 1989
- Employment Act 1955 (Amendment 2022)
- Personal Data Protection Act ("PDPA") 2010
- Income Tax Act 1967

We are pleased to report that no fines or penalties were imposed on our Group by any regulatory authorities in relation to violations of applicable laws and regulations during FYE 2026.

CORPORATE GOVERNANCE

Sound corporate governance underpins every aspect of how we conduct our business. We are committed to maintaining governance practices that promote transparency, accountability and integrity across our operations, reinforcing the trust that our stakeholders place in us.

In giving effect to these commitments, we maintain a suite of policies that set clear expectations for conduct across our Group. Our Code of Conduct and Ethics ("the Code") outlines the standards of ethical business conduct and professionalism we expect of all our employees, guiding them to comply with applicable legal and regulatory requirements whilst preventing unethical behaviour. Our COI Policy sets out the appropriate steps for employees to manage any COI situation.

Complementing the Code, we have in place an Anti-Bribery and Corruption Policy ("ABC Policy") in alignment with UNSDG Target 16.5, demonstrating our zero-tolerance stance against all forms of bribery and corruption. The ABC Policy outlines adequate control measures to address various potential bribery and corruption situations.

Reinforcing these policies is our Whistleblowing Policy, which provides a secure platform for employees and stakeholders to report genuine concerns or incidents of any suspected or known fraud, bribery, corruption or misconduct. We are committed to protecting those who come forward in good faith from any form of reprisal or retaliation, and to handling all disclosures with strict confidentiality and the utmost discretion. All reports received are subject to an independent investigation, and appropriate actions are taken thereafter. We are pleased to report that no whistleblowing reports were received during FYE 2026.

Protecting personal data is an important part of how we maintain stakeholder trust, and we are firmly committed to safeguarding the privacy of our employees, customers and suppliers. In compliance with PDPA 2010, we have adopted a PDPA Notice governing data protection throughout the entire data lifecycle, covering the proper collection, processing, disclosure, retention and transfer of personal data. We are pleased to report that no data breaches or incidents were recorded during FYE 2026.

SUSTAINABILITY STATEMENT
cont'd

ECONOMIC ENVIRONMENT SOCIAL GOVERNANCE

CORPORATE GOVERNANCE (CONT'D)

At the Board level, we have implemented a Directors' Fit and Proper Policy to provide our NC with a clear and objective framework for assessing the appointment and re-appointment of our Directors, with each assessment conducted on the basis of character, integrity, experience, competence and the time and commitment required to effectively discharge their role on the Board.

All the abovementioned policies are published on our Company's website at https://www.glostrext.com/investor-relations/corporate-governance. We are pleased to report that no employees were disciplined or dismissed, nor were any public cases brought against our Group or our employees due to non-compliance with applicable laws and regulations.

SUSTAINABILITY STATEMENT
cont'd

CSI PRESCRIBED TABLES

GLOSTREXT BERHAD
BMLR Transition Period

Date & Time: 2026-07-21_08:54:17
Ace Market | Group 3 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
ENERGY MANAGEMENT	TOTAL ENERGY CONSUMPTION	kWh	100,162	102,258	-	No assurance
WATER MANAGEMENT	TOTAL WATER CONSUMPTION	m3	422	500	-	No assurance
DIVERSITY AND EQUAL OPPORTUNITY	PERCENTAGE OF EMPLOYEE BY GENDER: MALE	%	86.7	87.0	-	No assurance
DIVERSITY AND EQUAL OPPORTUNITY	PERCENTAGE OF EMPLOYEE BY GENDER: FEMALE	%	13.3	13.0	-	No assurance
DIVERSITY AND EQUAL OPPORTUNITY	PERCENTAGE OF EMPLOYEE BY EMPLOYEE STRUCTURE: EXECUTIVE DIRECTOR	%	4.8	4.3	-	No assurance
DIVERSITY AND EQUAL OPPORTUNITY	PERCENTAGE OF EMPLOYEE BY EMPLOYEE STRUCTURE: KEY SENIOR MANAGEMENT	%	4.8	4.3	-	No assurance
DIVERSITY AND EQUAL OPPORTUNITY	PERCENTAGE OF EMPLOYEE BY EMPLOYEE STRUCTURE: FINANCE, HR, ADMIN & CONTRACT	%	13.3	13.1	-	No assurance
DIVERSITY AND EQUAL OPPORTUNITY	PERCENTAGE OF EMPLOYEE BY EMPLOYEE STRUCTURE: ENGINEER	%	30.1	26.1	-	No assurance
DIVERSITY AND EQUAL OPPORTUNITY	PERCENTAGE OF EMPLOYEE BY EMPLOYEE STRUCTURE: TECHNICIAN	%	41.0	40.2	-	No assurance
DIVERSITY AND EQUAL OPPORTUNITY	PERCENTAGE OF EMPLOYEE BY EMPLOYEE STRUCTURE: GENERAL WORKERS	%	6.0	12.0	-	No assurance
DIVERSITY AND EQUAL OPPORTUNITY	PERCENTAGE OF EMPLOYEE BY AGE GROUP: <30	%	27.7	29.3	-	No assurance
DIVERSITY AND EQUAL OPPORTUNITY	PERCENTAGE OF EMPLOYEE BY AGE GROUP: 31-40	%	47.0	43.5	-	No assurance

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Page 1 of 2

SUSTAINABILITY STATEMENT
cont'd

GLOSTREXT BERHAD
BMLR Transition Period

Date & Time: 2026-07-21_08:54:17
Ace Market | Group 3 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
DIVERSITY AND EQUAL OPPORTUNITY	PERCENTAGE OF EMPLOYEE BY AGE GROUP: 41-50	%	13.3	16.3	-	No assurance
DIVERSITY AND EQUAL OPPORTUNITY	PERCENTAGE OF EMPLOYEE BY AGE GROUP: >51	%	12.0	10.9	-	No assurance
DIVERSITY AND EQUAL OPPORTUNITY	PERCENTAGE OF EMPLOYEE BY NATIONALITY: MALAYSIA	%	84.4	83.7	-	No assurance
DIVERSITY AND EQUAL OPPORTUNITY	PERCENTAGE OF EMPLOYEE BY NATIONALITY: SINGAPORE	%	8.4	4.3	-	No assurance
DIVERSITY AND EQUAL OPPORTUNITY	PERCENTAGE OF EMPLOYEE BY NATIONALITY: INDIA	%	6.0	12.0	-	No assurance
DIVERSITY AND EQUAL OPPORTUNITY	PERCENTAGE OF EMPLOYEE BY NATIONALITY: BANGLADESH	%	1.2	-	-	No assurance
DIVERSITY AND EQUAL OPPORTUNITY	PERCENTAGE OF BOARD BY GENDER: MALE	%	57.1	57.1	-	No assurance
DIVERSITY AND EQUAL OPPORTUNITY	PERCENTAGE OF BOARD BY GENDER: FEMALE	%	42.9	42.9	-	No assurance
DIVERSITY AND EQUAL OPPORTUNITY	EMPLOYEE TURNOVER RATE	%	8.4	7.6	-	No assurance
DIVERSITY AND EQUAL OPPORTUNITY	PERMANENT EMPLOYEES	%	100.0	100.0	-	No assurance
OCCUPATIONAL SAFETY AND HEALTH (OSH)	NUMBER OF WORKPLACE INJURIES	CASES	0	0	-	No assurance
REGULATORY COMPLIANCE	NUMBER OF NON-COMPLIANCE	CASES	0	0	-	No assurance
CORPORATE GOVERNANCE	NUMBER OF WHISTLEBLOWING REPORTS	CASES	0	0	-	No assurance
CORPORATE GOVERNANCE	NUMBER OF DATA BREACHES AND INCIDENTS	CASES	0	0	-	No assurance

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Page 2 of 2

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board recognises that sound corporate governance is integral to safeguard shareholders' investments and protect stakeholders' interests. In this regard, the Board remains committed to ensuring the effective implementation of corporate governance practices across the Group, in line with the principles and practices set out in the Malaysian Code on Corporate Governance ("MCCG") and the requirements of the AMLR.

In furtherance of this commitment, the Board is pleased to present this Corporate Governance Overview Statement ("CG Statement"), which provides a concise overview of the manner in which the Group applied the following 3 core principles of the MCCG throughout the Group during FYE 2026:

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

This CG Statement was prepared pursuant to Rule 15.25(1) with guidance from Guidance Note 11 of the AMLR.

Shareholders are encouraged to read this CG Statement alongside the Company's Corporate Governance Report 2026 ("CG Report"), which provides detailed disclosures on the implementation of each corporate governance practice. The CG Report can be accessed on the Company's website at https://www.glostrext.com/investor-relations/shareholders-meeting and Bursa Securities' website at https://www.bursamalaysia.com/.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

PART I – BOARD RESPONSIBILITIES

1. Board of Directors

The Board assumes overall responsibility for the Group's governance, strategic direction, risk oversight and long-term success. In fulfilling its stewardship role, the Board provides effective leadership and oversight of the Group's business affairs, establishes appropriate policies and governance frameworks, oversees the Group's system of risk management and internal control, reviews the adequacy of resources, and guides Management in the execution of strategies to achieve sustainable growth and create long-term value for shareholders and stakeholders.

In discharging its stewardship responsibilities and driving sustainable growth, the Board has established Glostrext's vision, objective, mission and core values. These serve as the foundation of the Group's corporate identity and guide the Board and Management in pursuing the Group's long-term objectives while balancing the interests of shareholders and other stakeholders. The Group's vision, objective, mission and core values are as set out below:

Vision	To be the trusted regional leader in geotechnical instrumentation, monitoring and power engineering equipment and services, advancing safer infrastructure and reliable energy systems.
Objective	To empower our customers through innovative engineering solutions, trusted data and reliable power systems that enable informed decisions and resilient operations.
Mission	To deliver innovative geotechnical instrumentation, testing and monitoring services together with reliable power engineering equipment and services, driven by engineering excellence, technological innovation and long-term partnerships that create sustainable value for our stakeholders.
Core values	Glostrext has thrived through the years using its innovations, quality, and reliability. It succeeds due to its strong beliefs in ethical practices, integrity and setting high goals. By incorporating these values, Glostrext creates an environment where individuals and teams grow together.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *cont'd*

PART I – BOARD RESPONSIBILITIES *cont'd*

1. Board of Directors *cont'd*

To support the effective execution of these strategic priorities, the Board has delegated certain responsibilities and authorities to 3 Board Committees, namely the ARMC, NC and RC. Each Board Committee operates within its clearly defined Terms of Reference, which are available on the Company's website at https://www.glostrext.com/investor-relations/corporate-governance. The Board Committees then report to the Board on the key matters deliberated at their respective meetings, and recommendations for the Board's consideration and decision-making.

The Board is led by Mr Ding Lien Bing, an Independent Non-Executive Chairman. The Board Chairman provides leadership to the Board, promotes good corporate governance practices, and oversees the overall effectiveness of the Board. The Board Chairman also plays an active role in facilitating Board meetings, ensuring that all Directors have the opportunity to participate in discussions and that all agenda items are deliberated comprehensively.

To ensure a balance of power and authority within the Company, the roles of the Board Chairman and Managing Director are held by 2 different individuals. The Board Chairman, Mr Ding Lien Bing, is primarily responsible for Board leadership and governance oversight, while Ir Dr Lee Sieng Kai, as Managing Director, is responsible for the day-to-day management of the Group and implementation of strategies and policies approved by the Board. The clear segregation of responsibilities between the Board Chairman and the Managing Director is set out in the Board Charter, which is accessible on the Company's website at https://www.glostrext.com/investor-relations/corporate-governance.

The Board Chairman is not a member of the ARMC, NC or RC of the Company, thereby supporting the effective and independent discharge of the Board Committees' respective responsibilities. The Board Chairman attends Board Committee meetings by invitation solely to provide guidance, and insights on matters under deliberation, without participating in the formulation of recommendations, voting or decision-making. Although this arrangement is not in line with Practice 1.4 of the MCCG, the Board is satisfied that the independence and objectivity of the Board Committees remain intact, as all recommendations are formulated and decisions are made collectively by the Independent Non-Executive Directors serving on the respective Committees. Accordingly, the Board is of the view that this arrangement does not compromise the independence and effectiveness of the Board Committees.

During FYE 2026, the Board was supported by 2 suitably qualified and competent Company Secretaries, namely Ms Cynthia Gloria Louis and Ms Rebecca Kong Say Tsui. Both are qualified pursuant to Section 235(2)(a) of the Companies Act 2016 ("CA 2016") and are members of the Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA"). The Company Secretaries advise the Board on corporate governance matters, statutory and regulatory requirements, corporate administration and meeting procedures to facilitate the effective discharge of the Board's and Board Committees' responsibilities.

To facilitate the conduct of Board and Board Committees meetings, all meetings were scheduled well in advance during FYE 2026, allowing Directors to reserve the meeting dates and make necessary arrangements to attend the meetings. Board and Board Committees meetings were conducted separately to promote objective, independent and integrity-driven deliberations.

In accordance with the Board Charter, notices of meetings are circulated to all Board members at least 14 days prior to each meeting, while meeting agenda, minutes of previous meetings, financial performance reports, corporate development updates, proposals for deliberation and other relevant supporting documents were circulated to Directors at least 5 business days prior to each scheduled meeting. This provided Directors with sufficient time to review and consider the matters to be discussed and, where necessary, seek further information or clarification from Management before the meetings. In addition, Directors had full and unrestricted access to information relating to the Group's business and affairs, as well as timely access to the advice and services of the Company Secretaries and Management.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *cont'd*

PART I – BOARD RESPONSIBILITIES *cont'd*

1. **Board of Directors** *cont'd*

Guided by its Board Charter, the Board shall convene at least 4 meetings during the financial year, with additional meetings to be convened as and when necessary. During FYE 2026, the Board held a total of 4 Board meetings with the attendance of each Director detailed as below:

Name	Meeting Attendance	Percentage of Attendance
Ding Lien Bing	4/4	100%
Ir Dr Lee Sieng Kai	4/4	100%
Tan Ah Huat	4/4	100%
Aniza Binti Md Din	4/4	100%
Christopher Koh Swee Kiat	4/4	100%
Ir N Vasanthamala A/P S Navaratnam	4/4	100%
Dr Haslinah Binti Muhamad	4/4	100%
Lee Ming Jean	4/4	100%

All Directors attended 100.0% of the Board meetings held during FYE 2026, thereby exceeding the minimum attendance requirement prescribed under Rule 15.05 of the AMLR.

Lee Ming Jean attended Board meetings throughout FYE 2026 in his executive management capacity as Business Development Manager and designated Sustainability Officer. As Alternate Director to Ir Dr Lee Sieng Kai, his voting authority as alternate director was not exercised during FYE 2026, as Ir Dr Lee Sieng Kai attended all 4 Board meetings held during FYE 2026.

The Company Secretaries record all deliberations, decisions, dissenting views and voting outcomes made during the Board meetings. The draft minutes of each Board meeting are circulated to all Board members within 45 days following the conclusion of the respective meeting, and subsequently tabled for review and confirmation at the following meeting before the confirmed minutes are securely maintained at the Company's Registered Office.

To enhance their effectiveness in discharging their responsibilities, the Company Secretaries remain abreast of the latest regulatory and corporate governance developments through continuous professional training and industry updates. The Board is satisfied with the performance and competency of the Company Secretaries in discharging their duties and supporting the Board during the FYE 2026.

2. **Board Charter**

In line with the practices outlined in the MCCG, the Board has adopted a Board Charter to guide Directors in the effective discharge of their duties and responsibilities. The Board Charter outlines the Board structure and clearly delineates the roles and responsibilities of the Board, Board Committees and individual Directors, thereby promoting clarity of authority and a well-defined segregation of duties within the Group.

The Board Charter is reviewed periodically to ensure its continued relevance and effectiveness in guiding the Board's roles, responsibilities and governance practices, taking into consideration the Group's operational requirements as well as developments in applicable laws, regulations and best practices. The Board Charter is available on the Company's website at https://www.glostrext.com/investor-relations/corporate-governance.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *cont'd*

PART I – BOARD RESPONSIBILITIES *cont'd*

3. Business Ethics and Integrity

The Board is committed to maintaining high standards of ethical conduct and corporate governance across the Group. To support this commitment, the Board has adopted the Code, which sets out the principles, values and standards of behaviour expected of all employees and stakeholders in the conduct of the Group's business activities.

The Code provides guidance on ethical decision-making and responsible business conduct, while promoting compliance with applicable laws, regulations and internal policies. It covers key areas include COI, confidentiality, fair dealing, gifts and hospitality, human rights, OSH, environmental and social responsibilities, whistleblowing, record keeping and internal controls, as well as anti-bribery and anti-corruption practices.

To further strengthen the Group's anti-corruption governance framework, the Board has adopted an ABC Policy in accordance with the Malaysian Anti-Corruption Commission Act 2009 (Amendment 2018) and Rule 15.28 of the AMLR. The ABC Policy reflects the Group's commitment to conducting business with integrity and provides guidance to Directors, Management and employees on the prevention, detection and reporting of bribery and corruption-related matters.

In addition, the Group has adopted a Whistleblowing Policy to facilitate the reporting of any actual or suspected misconduct, fraud, corruption, unethical behaviour or regulatory breaches. The policy provides employees and stakeholders with secure and confidential reporting channels, with reports directed to the relevant Head of Department or, where appropriate, to the Chairman of the ARMC. The Group also ensures that whistleblowers are protected against retaliation and that their identities are kept confidential to the fullest extent permitted by law.

All reports are investigated independently and appropriate actions are taken based on the findings. During FYE 2026, no whistleblowing reports were received by the Group.

The Board has also adopted a COI Policy, which sets out the procedures for Directors and key management personnel to declare, manage and mitigate actual, potential or perceived COI.

The Code, ABC Policy, Whistleblowing Policy and COI Policy are available on the Company's website at https://www.glostrext.com/investor-relations/corporate-governance, and are reviewed periodically to ensure their continued relevance and effectiveness.

4. Sustainability Governance

The Board recognises that effective sustainability management is integral to the Group's long-term value creation and resilience. Accordingly, the Board oversees the Group's sustainability governance framework and provides strategic direction on EESG matters. In discharging its responsibilities, the Board reviews and approves key strategies, plans and initiatives, taking into consideration the interrelationship between sustainability, risk management and business performance to ensure alignment with the Group's EESG priorities.

During FYE 2026, the Board was supported by the ARMC in overseeing sustainability-related matters. The ARMC was assisted by the Management and Sustainability Team, which is responsible for implementing sustainability initiatives, monitoring progress and reporting on sustainability performance. To facilitate the effective execution of these responsibilities, Mr Lee Ming Jean, Alternate Director to Ir Dr Lee Sieng Kai and Business Development Manager, was appointed as the designated Sustainability Officer to lead the Sustainability Team, coordinate sustainability-related initiatives across the Group and drive the integration of sustainability considerations into business operations.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *cont'd*

PART I – BOARD RESPONSIBILITIES *cont'd*

4. Sustainability Governance *cont'd*

As part of its sustainability oversight, the Board conducted a materiality assessment to identify and prioritise the EESG matters that are most significant to the Group and its stakeholders. The assessment was supported by stakeholder engagement activities, enabling the Group to better understand and respond to the interests and expectations of its key stakeholder groups. Further information on the Group's sustainability approach, initiatives and performance is set out in the Sustainability Statement of this Annual Report.

The Board remains committed to strengthening its sustainability competencies and keeping abreast of evolving sustainability developments. During FYE 2026, one of the Directors attended a sustainability-related training programme titled "*International Financial Reporting Standard Sustainability Disclosure Standards ("IFRS SDS") – Gearing Up the Board of Directors*", where the Director gained insights into the IFRS SDS and Malaysia's National Sustainability Reporting Framework. In addition, sustainability considerations were incorporated into the Board's performance evaluation criteria during the financial year, reinforcing the Board's commitment to embedding sustainability into its governance and decision-making processes.

PART II – BOARD COMPOSITION

5. Board Diversity and Objectivity

The current composition of the Board consists of 7 members (excluding an alternate director), comprising 4 Independent Non-Executive Directors and 3 Executive Directors, as follows:

Name	Directorship
Ding Lien Bing	Independent Non-Executive Chairman
Ir Dr Lee Sieng Kai	Managing Director
Tan Ah Huat	Executive Director
Aniza Binti Md Din	Executive Director/ CFO
Christopher Koh Swee Kiat	Independent Non-Executive Director
Ir N Vasanthamala A/P S Navaratnam	Independent Non-Executive Director
Dr Haslinah Binti Muhamad	Independent Non-Executive Director

The existing Board structure complies with Rule 15.02 of the AMLR and Practice 5.2 of the MCCG, with half of the Board comprising Independent Directors. This ensures objective deliberations and independent decision-making in safeguarding the interests of Company' shareholders and stakeholders.

In addition, the Board recognises that diversity enhances decision-making by bringing together a broad range of perspectives, skills and experiences. Guided by the Diversity Policy, the Board seeks to maintain an appropriate balance of skills, professional experience, age, gender, cultural background and ethnicity. The Board currently comprises members with expertise in engineering, finance, accounting, law, entrepreneurship and management, enabling the Board to effectively discharge its responsibilities. The Board has also adopted a Directors' Fit and Proper Policy, which provides a framework for assessing the suitability of candidates for appointment and re-appointment as Directors. The policy is available on the Company's website at https://www.glostrext.com/investor-relations/corporate-governance.

In respect of gender diversity, the Board comprises 3 women Directors, representing 42.9% of the Board, which exceeds the 30.0% women Board representation recommendation under Practice 5.9 of the MCCG. This reflects the Board's ongoing commitment to fostering an inclusive and balanced governance structure, while recognising the value that diverse perspectives and experiences contribute to more effective decision-making processes. Nonetheless, gender is not regarded as a prerequisite for directorships or managerial positions within the Company or the Group. Appointments are made on the basis of merit and objective criteria to ensure that the most suitable and qualified candidates are selected, regardless of gender.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *cont'd*

PART II – BOARD COMPOSITION *cont'd*

5. Board Diversity and Objectivity *cont'd*

To uphold the independence of Independent Directors, the Board is cognisant that the tenure of an Independent Non-Executive Director shall not exceed a cumulative term of 9 years as recommended under Practice 5.3 of MCCG. Upon completion of the prescribed tenure, an Independent Director may continue to serve on the Board as a Non-Independent Director. Should the Board seek to retain an Independent Director beyond the nine-year threshold, it will provide the necessary justification and obtain shareholders' approval through a two-tier voting process at the AGM. As at 31 March 2026, none of the Independent Directors had served on the Board for a cumulative period exceeding 9 years.

The NC is responsible for overseeing matters relating to Board appointments and reappointments, Board composition and succession planning, as well as assessing the independence and performance of Directors. The NC comprises exclusively Independent Non-Executive Directors, as follows:

Designation	Name	Directorship
Chairperson	Christopher Koh Swee Kiat	Independent Non-Executive Director
Member	Ir N Vasanthamala A/P S Navaratnam	Independent Non-Executive Director
Member	Dr Haslinah Binti Muhamad	Independent Non-Executive Director

The NC is governed by its Terms of Reference, which is published on the Company's website at https://www.glostrext.com/investor-relations/corporate-governance. During FYE 2026, the NC carried out the following activities:

(i) evaluated the Board's size and composition to ensure diversity and balance;
(ii) assessed the performance and effectiveness of the Board and the Board Committees as a whole;
(iii) evaluated the Board Committee's term of office to determine if it had performed its duties effectively according to the Terms of Reference;
(iv) reviewed the tenure and independence of each Independent Non-Executive Director;
(v) evaluated each Director's contributions and proposed re-election of those retiring under the Company's Constitution;
(vi) reviewed the training programmes attended by Directors to determine their sufficiency and relevance; and
(vii) reviewed the performance evaluations of Managing Director, Executive Directors and Key Senior Management, and recommended the same for the Board's approval.

Guided by the Directors' Fit and Proper Policy and the NC's Terms of Reference, the NC assesses candidates for directorship based on merit and objective criteria, including character, integrity, competence, experience, as well as ability to devote sufficient time and commitment to Board responsibilities. While no new Director was appointed during FYE 2026, the NC will, where necessary, consider recommendations from existing Directors and Management, as well as external sources such as professional advisers or open advertisements, to identify suitable candidates for Board appointments.

In accordance with Clause 76(3) of the Company's Constitution, 1/3 of the Directors shall retire at each AGM and all Directors shall retire from office at least once in every 3 years but shall be eligible for re-election. In this regard, the NC has notified the Board that Tan Ah Huat, Dr Haslinah Binti Muhamad and Christopher Koh Swee Kiat shall retire from office this year, and being eligible, they have offered themselves for re-election. Following its assessment of their performance, contribution and suitability, the NC recommended their re-election to the Board at the forthcoming AGM. The relevant justifications supporting the recommendations are set out in the Statement Accompanying the Notice of AGM, which forms part of this Annual Report in compliance with Rule 8.29(2) of the AMLR.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *cont'd*

PART II – BOARD COMPOSITION *cont'd*

5. Board Diversity and Objectivity *cont'd*

To further strengthen the Board's effectiveness, Directors are encouraged to participate in continuous professional development programmes to enhance their knowledge and keep abreast of emerging developments, regulatory changes and industry trends. The training programmes or seminars attended by the Directors during FYE 2026 are set out below:

Name	Date	Training Programme/ Seminar Attended
Ding Lien Bing	13/11/2025	Deloitte TaxMax – The 51st Series
Ir Dr Lee Sieng Kai	03 & 04/12/2025	2nd Malaysian Geotechnical Conference 2025 (MGC 2025) / IEM – CIE – HKIE Tripartite Seminar 2025
Aniza Binti Md Din	05/11/2025	MIA Town Hall 2025/2026 (Session 1)
	12/11/2025	ISCA Conference 2025
Dr Haslinah Binti Muhamad	04 - 06/07/2025	Sivas Cumhuriyet University International Multidisciplinary Scientific Research Congress, Sivas Cumhuriyet University, Sivas Türkiye
	20 - 21/08/2025	17th Global Conference on Business and Social Sciences 2025, Aston Denpasar Hotel & Convention Centre, Bali, Indonesia
	10/11/2025	MIA Corporate Financial Reporting Conference 2025
	11/11/2025	Teaching for Impact: MIA Sustainability Train the Trainers 2025 (Series 2)
	15/01/2026	MIA-ACCA Train the Trainers (17th Series)- MFRS 9
Christopher Koh Swee Kiat	18/06/2025	Bursa PLCs IR4U Series 6: Accelerate Business Growth with Alternative Capital
	22/07/2025	Winding Up 101: A Practical Guide to Corporate Insolvency
	13/11/2025	Leading for Impact (LIP) Alumni Sharing and Networking Session
	27/02/2026	Webinar on Content Forum and Content Code
	10/03/2026	SIDC IFRS Sustainability Disclosure Standards Awareness – Gearing Up the Board of Directors
Ir N Vasanthamala A/P S Navaratnam	10/09/2025	IEM Convention – Power Talk Industry – Topic 1: Advancing Energy Efficiency in Sustainable Data Centers & Topic 2: Driving Sustainable Building Design with Virtual Environment Tools
Lee Ming Jean	04/12/2025	HRD Corp e-LATiH Anti-Bribery and Anti-Corruption (ABAC) Course

6. Board Effectiveness

In line with Practice 6.1 of the MCCG, the Board, through the NC, conducted the annual performance evaluation for FYE 2026 to assess the effectiveness of the Board, its Committees and individual Directors. The evaluation was facilitated internally by the Company Secretaries through a structured combination of self-assessment and peer review, and the Board was satisfied that this approach remained effective, without the need to engage an external party.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *cont'd*

PART II – BOARD COMPOSITION *cont'd*

6. Board Effectiveness *cont'd*

The evaluation covered the following key areas:

(i) composition, size and structure of our Board and Board Committees;
(ii) effectiveness and content of Board meetings;
(iii) overall effectiveness of both our Board and Board Committees;
(iv) knowledge, skills, experience and contributions of individual Directors; and
(v) level of independence demonstrated by the Independent Directors.

Based on the evaluation outcome, the Board and NC concluded that the Board, its Committees and all individual Directors continued to perform effectively. The Board was assessed as well-composed, with a balanced mix of skills, experience and diversity aligned with the Group's strategic needs and long-term objectives.

In addition, all 4 Independent Directors confirmed their independence in accordance with the AMLR by completing and returning the Independent Directors' Self-Assessment Form.

While the Board performed effectively across most areas assessed, experience in public listed company governance, government liaison and stakeholder engagement were identified as areas for further development and will be addressed through the Board's ongoing development planning. Following the evaluation, the Board identified the following enhancements:

(i) ensuring that sustainability matters, including related risks and opportunities, to be incorporated as a standing item on the Board's regular agenda, to facilitate more consistent and structured oversight of the Company's sustainability position; and
(ii) conducting more regular private sessions with the internal and external auditors in the absence of Management, to facilitate open and candid discussions on pertinent audit and risk matters.

PART III – REMUNERATION

7. Remuneration Policy

The RC plays a pivotal role in supporting the Board in overseeing the Company's remuneration framework. Its primary responsibilities include reviewing and recommending appropriate and competitive remuneration packages for the Executive Directors, Non-Executive Directors and Key Senior Management, ensuring that the remuneration structure remains fair, transparent and aligned with the Group's long-term objectives and strategic direction. The full scope of the RC's roles and responsibilities is set out in its Terms of Reference, which is available on the Company's website at https://www.glostrext.com/investor-relations/corporate-governance.

The RC comprises solely Independent Non-Executive Directors, as follows:

Designation	Name	Directorship
Chairperson	Ir N Vasanthamala A/P S Navaratnam	Independent Non-Executive Director
Member	Christopher Koh Swee Kiat	Independent Non-Executive Director
Member	Dr Haslinah Binti Muhamad	Independent Non-Executive Director

To ensure a structured and transparent framework, the Board has formalised a Remuneration Policy governing the determination of remuneration packages for Directors and Key Senior Management.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *cont'd*

PART III – REMUNERATION *cont'd*

7. Remuneration Policy *cont'd*

Under the Remuneration Policy, the remuneration of Executive Directors and Key Senior Management consists of basic salary, annual and performance-based bonuses, and other benefits. Their remuneration is determined based on individual performance, responsibilities, skills and experience, as well as the Group's overall financial performance and growth. For Non-Executive Directors, remuneration takes the form of Directors' fees and meeting attendance allowances, reflecting their experience, level of responsibilities, time commitment and the variable workload arising from their membership on the Board Committees. The Policy further provides that the remuneration and incentives of Independent Non-Executive Directors shall not compromise their independence and objectivity in discharging their duties.

To safeguard the integrity, Directors are required to abstain from deliberations and voting on matters involving their own remuneration. Furthermore, the payment of Directors' fees and benefits to Non-Executive Directors is subject to shareholders' approval at the AGM and shall not exceed the amount approved.

The Remuneration Policy is available on the Company's website at https://www.glostrext.com/investor-relations/corporate-governance, and is subject to periodic review to ensure it remains aligned with prevailing market practices, regulatory requirements, and the Group's evolving business and operational needs.

8. Remuneration of Directors and Key Senior Management

The remuneration details of each individual Directors for FYE 2026 are tabled below:

Category	Fees (RM'000)	Allowance (RM'000)	Salary (RM'000)	Bonus (RM'000)	Benefits-in-Kind (RM'000)	Other Emoluments (RM'000)	Total (RM'000)
Executive Directors							
Ir Dr Lee Sieng Kai	-	-	688.4	411.9	9.9	-	1,110.2
Tan Ah Huat	-	-	270.3	94.5	7.9	-	372.7
Aniza Binti Md Din	-	24.0	183.9	65.0	-	-	272.9
Independent Non-Executive Directors							
Ding Lien Bing	48.0	6.0	-	-	-	-	54.0
Christopher Koh Swee Kiat	38.4	6.0	-	-	-	-	44.4
Ir N Vasanthamala A/P S Navaratnam	38.4	6.0	-	-	-	-	44.4
Dr Haslinah Binti Muhamad	38.4	6.0	-	-	-	-	44.4
Alternate Director to Ir Dr Lee Sieng Kai							
Lee Ming Jean	-	-	95.5	33.0	-	-	128.5
Total	**163.2**	**48.0**	**1,238.1**	**604.4**	**17.8**	**-**	**2,071.5**

For the Key Senior Management (who are not Directors of the Company), the Board is of the view that disclosing their remuneration on a named basis may not be in the best interests of both individuals and the Group, due to the following reasons:

(i) safeguarding the privacy and sensitivity of personal data;
(ii) security concerns for the employees and their family members;
(iii) potential workplace tension and conflicts among employees; and
(iv) challenges in talent recruitment and retention.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *cont'd*

PART III – REMUNERATION *cont'd*

8. Remuneration of Directors and Key Senior Management *cont'd*

As an alternative, the Board believes that the disclosure of the remuneration in bands of RM50,000 on unnamed basis is deemed sufficient, as outlined below:

Range of Remuneration	Number of Key Senior Management
RM200,001 to RM250,000	1
RM250,001 to RM300,000	1
RM1,500,001 to RM1,550,000	1

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

PART I – ARMC

9. Effectiveness of ARMC

The ARMC comprises solely Independent Non-Executive Directors, as follows:

Designation	Name	Directorship
Chairperson	Dr Haslinah Binti Muhamad	Independent Non-Executive Director
Member	Christopher Koh Swee Kiat	Independent Non-Executive Director
Member	Ir N Vasanthamala A/P S Navaratnam	Independent Non-Executive Director

The ARMC is responsible for overseeing the integrity of financial reporting, accounting and auditing processes, as well as the adequacy of the Group's risk management and internal control system. In line with good governance practice, the roles of Board Chairman and ARMC Chairperson are held by separate individuals, with Mr Ding Lien Bing serving as Board Chairman and Dr Haslinah Binti Muhamad serving as ARMC Chairperson, thereby safeguarding the Committee's independent functioning and credibility.

The ARMC is led by Dr Haslinah Binti Muhamad, who is a member of CPA Australia, a Chartered Accountant of the MIA, and holds a PhD in Accounting from UPM. She has 33 years of experience in accounting and finance. Mr Christopher Koh Swee Kiat also holds a Certified Diploma in Accounting and Finance from the ACCA. Ir N Vasanthamala A/P S Navaratnam brings with her 36 years of experience in the engineering industry, further broadening the Committee's collective competencies.

While only 1/3 of the ARMC members hold membership with a professional accounting body, the Committee as a whole possesses the requisite financial literacy, skills and knowledge to discharge its responsibilities effectively. Each member also keeps abreast of developments in accounting and auditing standards, practices and rules through continuous professional development programmes and regular updates from Management and the External Auditors.

In further reinforcing the independence of the ARMC, its Terms of Reference stipulates that any former partner of the Company's external audit firm and/or its affiliate must observe a mandatory cooling-off period of at least 3 years prior to being considered for appointment as an ARMC member. As at 31 March 2026, none of the ARMC members have held a prior key audit partner role with the Company's External Auditors.

Pursuant to its Terms of Reference, the ARMC is responsible for assessing and evaluating the suitability, independence, objectivity and capabilities of the External Auditor on an annual basis, and recommending its appointment or reappointment to the Board. For FYE 2026, this assessment was carried out in accordance with the Company's External Auditors' Assessment Policy, which is available on the Company's website at https://www.glostrext.com/investor-relations/corporate-governance.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
cont'd

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT *cont'd*

PART I – ARMC *cont'd*

9. Effectiveness of ARMC *cont'd*

Based on the assessment, the ARMC was satisfied with the performance, suitability and continued independence of the External Auditor, Messrs Crowe Malaysia PLT, and recommend to the Board for their reappointment for the financial year ending 31 March 2027, to be tabled for shareholders' approval at the forthcoming 5th AGM.

PART II – RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

10. Effective Risk Management and Internal Control System

The Board remains committed to the establishment and maintenance of a sound risk management and internal control system to protect the Group's assets and safeguard the interests of its shareholders and stakeholders. To this end, the Group has adopted a Risk Management Framework incorporating a 7-step process for identifying, assessing and addressing the Group's key risks. In addition, various SOPs have been implemented across the Group's principal operational areas to promote effective governance and operational continuity.

The ARMC supports the Board by conducting regular reviews on the adequacy of the Group's risk management and internal control system. The day-to-day implementation of the Risk Management Framework, internal controls and SOPs remains the responsibility of Management under the stewardship of the Managing Director.

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

11. Internal Audit Function

In discharging its oversight responsibilities over the Group's internal control environment, the Board, through the ARMC, has engaged Talent League Sdn Bhd ("Talent League"), an independent professional firm, to undertake the internal audit function. To preserve the objectivity and independence, the Internal Auditor is authorised to report directly to the ARMC. Talent League is free from any relationship or COI that could impair the quality or impartiality of its work.

Talent League deploys a team of 5 internal auditors per visit for each internal audit review, led by Mr. Hong Cheong Liang. He is a chartered member of Institute of Internal Auditors Malaysia ("IIA") as well as member of MIA and CPA Australia. He has vast experience and exposure in the field of Internal Audit.

Talent League carries out their assessment and review in accordance with the International Professional Practices Framework 2024 ("IPPF") – Global Internal Audit Standards adopted and recommended by the IIA. During FYE 2026, Talent League has conducted 2 internal audit reviews covering "Information Technology, Automation and Calibration" and "Revenue and Credit Risk Management".

To facilitate the review process, the Internal Auditor was granted full and unrestricted access to all information, records and personnel within the Group. Upon completion of each review, the Internal Auditor presented the Risk-Based Internal Audit Report to the ARMC, setting out in detail the audit findings, root-cause analysis, associated risks and their implications, as well as recommendations for corrective actions. Management was responsible for implementing the agreed corrective measures within the stipulated timeframe, with the Internal Auditor subsequently performing follow-up reviews and reporting the implementation status to the ARMC for deliberation.

For FYE 2026, the Board is of the view that the Group's internal audit function had operated adequately, and there were no major weaknesses in the internal control system that would have a significant adverse impact on the Group's financial performance or operations requiring separate disclosures in this Annual Report.

Further details on the Group's internal audit function are set out in the Statement on Risk Management and Internal Control in this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
cont'd

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

PART I – ENGAGEMENT WITH STAKEHOLDERS

12. Stakeholders Communication

The Board recognises that timely, transparent and effective communication with shareholders and other stakeholders is fundamental to fostering mutual trust and a shared understanding of the Group's objectives, performance and direction. In this regard, the Company maintains the following communication channels and platforms for the dissemination of information to shareholders and the public:

(i) Company's website;
(ii) Announcements made to Bursa Securities;
(iii) Quarterly financial results;
(iv) Annual report; and
(v) AGM and Extraordinary General Meeting ("EGM").

Prior to any public release, material information is subject to an internal review and verification process to ensure that all disclosures are factual, clear and objectively presented. The Company is mindful of the applicable legal and regulatory requirements governing the disclosure of material and price-sensitive information, and endeavours to strike an appropriate balance between transparency and full compliance with such requirements.

PART II – CONDUCT OF GENERAL MEETINGS

13. Effective General Meeting

The AGM serves as the primary platform through which shareholders engage directly with the Board, raise concerns and gain first-hand insights into the Group's strategic direction, operational performance and future prospects. The Board is committed to conducting each AGM in a manner that is open, transparent and conducive to meaningful shareholder participation.

The Company convened its 4th AGM on 9 September 2025. The Notice of the 4th AGM was circulated to shareholders on 31 July 2025, which exceeded the 28-day minimum notice period required under Practice 13.1 of the MCCG. This provided shareholders with sufficient time to review the Company's Annual Report, consider the proposed resolutions, and make the necessary arrangements either to attend and participate in the AGM in person or to appoint a proxy to attend and vote on their behalf.

In compliance with Rule 8.29A of the AMLR, the 4th AGM was conducted physically at the Company's office. Shareholders who were unable to attend the physical meeting were allowed to appoint a proxy to attend, participate and vote on their behalf, provided that the proxy form was lodged with the Company's Share Registrar, at least 48 hours prior to the meeting.

At the 4th AGM, all 7 Directors, together with the Alternate Director, demonstrated their commitment to shareholders through full attendance at the meeting. The Board Chairman and the Board Committees' Chairpersons addressed the questions raised by shareholders during the Question and Answer ("Q&A") session. Where time constraints applied, written responses from the Board and Key Senior Management were provided to the relevant shareholders after the meeting. The External Auditor, Messrs Crowe Malaysia PLT, was also present to address any queries from shareholders relating to the conduct of the audit and the preparation of the financial statements of the Company and the Group.

To ensure that the polling process was conducted in a fair, orderly and transparent manner, the Board engaged AscendServ Capital Markets Services Sdn Bhd as the poll administrator to conduct the polling process, and Arete Consulting Sdn Bhd as the independent scrutineer to validate the voting results.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
cont'd

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS *cont'd*

PART II – CONDUCT OF GENERAL MEETINGS *cont'd*

13. Effective General Meeting *cont'd*

Following the conclusion of the meeting, the minutes of the 4th AGM was published on the Company's website at https://www.glostrext.com/investor-relations/shareholders-meeting within 30 business days from the meeting date. The Board will continue to uphold this practice for the forthcoming 5th AGM to ensure timely access to meeting records for all shareholders.

COMPLIANCE STATEMENT

The Board is of the view that the Company has adhered to the key principles and adopted most of the practices recommended under the MCCG during FYE 2026. Any departures from the MCCG practices, along with the corresponding explanations, are disclosed in the Company's Corporate Governance Report.

Staying ahead, the Board remains committed to strengthening the Group's corporate governance practices through the continued application of the MCCG principles and best practices as well as compliance with the applicable laws and regulations, where appropriate.

This CG Statement was reviewed and approved by the Board on 24 July 2026.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

Pursuant to Rule 15.15(1) of the AMLR, the Board is pleased to present the ARMC Report, which outlines the manner in which the ARMC in discharged its duties and responsibilities during FYE 2026.

COMPOSITION AND MEETINGS

The ARMC was formed to support the Board in fulfilling its fiduciary duties and responsibilities, particularly in overseeing the Group's corporate accounting, financial reporting, risk management practices as well as the effectiveness and independence of both external and internal audit functions within the Group.

In compliance with Rule 15.09(1) of the AMLR and Practice 9.4 of the MCCG, the ARMC comprises 3 members, all of whom are Independent Non-Executive Directors. The current composition of the ARMC along with the meeting attendance of the respective ARMC member during FYE 2026, are tabled as follows:

Designation	Name	Directorship	Meeting Attendance
Chairperson	Dr Haslinah Binti Muhamad	Independent Non-Executive Director	4/4
Member	Christopher Koh Swee Kiat	Independent Non-Executive Director	4/4
Member	Ir N Vasanthamala A/P S Navaratnam	Independent Non-Executive Director	4/4

Dr Haslinah Binti Muhamad is a member of the MIA and a member of CPA Australia, satisfying the financial literacy requirement under Rule 15.09(1)(c) of the AMLR and Practice 9.5 of the MCCG. Furthermore, in line with Rule 15.10 of the AMLR and Practice 9.1 of the MCCG, Dr Haslinah Binti Muhamad does not concurrently serve as the Board Chairperson, thereby ensuring the integrity and credibility of the Group's financial reporting and audit processes are upheld. It is further noted that no member of the ARMC holds an alternate Directorship or carries a prior partnership with the Group's external audit firm.

To support the effective discharge of its duties, the ARMC is guided by its Terms of Reference, which outlines its authority, duties and responsibilities, meeting proceedings and reporting procedures. The Terms of Reference is available on the Company's website at https://www.glostrext.com/investor-relations/corporate-governance.

According to the ARMC's Terms of Reference, the ARMC is required to convene at least 4 times a year, with additional meetings convened as necessary. The Independent Non-Executive Chairman, Mr Ding Lien Bing, attended all ARMC meetings by invitation to provide guidance and insights on matters deliberated therein. Ir Dr Lee Sieng Kai, Managing Director, Mr Tan Ah Huat, Executive Director, Puan Aniza Binti Md Din, Executive Director/ CFO, and Mr Lee Ming Jean, Alternate Director to Ir Dr Lee Sieng Kai, were invited to ARMC meetings to provide information and clarification on operational, financial and audit-related matters, thereby facilitating the effective conduct of proceedings. Where necessary, representatives of the External Auditor, Internal Auditor and other advisers were also invited to attend the meetings to facilitate direct communication on matters under the ARMC's consideration, or which, in their opinion, should be brought to the ARMC's attention.

In facilitating effective deliberation and decision-making, the Company Secretaries together with the ARMC chairperson, are responsible for drawing up the meeting agenda. The agenda, together with the relevant supporting materials, was circulated to all ARMC members at least 5 business days prior to each meeting, or at shorter notice where unavoidable, allowing members sufficient time to review and consider the matters to be tabled. All deliberations and resolutions arising from the ARMC meetings were duly recorded by the Company Secretaries. The minutes of each meeting were subsequently tabled at the following ARMC meeting for confirmation before being presented to the Board for notation, with all minutes maintained and documented in compliance with applicable regulations and governance practices.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT
cont'd

SUMMARY OF WORK OF THE ARMC

During the financial year under review, the ARMC carried out the following activities as stipulated in the Terms of Reference:

1. **Financial Reporting**

   (i) Reviewed and ensured that the Group's financial reporting and disclosures were prepared and presented in compliance with the applicable Malaysia Financial Reporting Standards ("MFRS"), IFRS Accounting Standards ("IFRS"), CA 2016 and the AMLR;

   (ii) Reviewed the unaudited quarterly financial results for the periods ended 30 June 2025, 30 September 2025, 31 December 2025 and 31 March 2026, prior to recommending the same to the Board for approval and subsequent release to Bursa Securities; and

   (iii) Reviewed the audited financial statements of the Company and the Group for FYE 2025 prior to the submission to the Board for their consideration and approval.

2. **External Audit**

   (i) Reviewed and approved the Audit Planning Memorandum prepared by the External Auditor, which details the audit approach, areas of audit focus and target audit timeline as well as proposed audit fee;

   (ii) Convened 1 private session with the External Auditor on 28 May 2025 in the absence of the Executive Directors and Management Team, to provide an avenue for open and candid discussion on any matters or issues arising from the audit;

   (iii) Reviewed the Audit Review Memorandum presented by the External Auditor and deliberated on matters including audit status, potential key audit matters, recommendations for improvement in internal controls, and compliance with applicable laws and regulations; and

   (iv) Assessed and evaluated the effectiveness and performance of the External Auditor pursuant to the Group's External Auditor's Assessment Policy and recommended their re-appointment to the Board.

3. **Internal Audit**

   (i) Convened 1 private session with the Internal Auditor on 28 May 2025 in the absence of the Executive Directors and Management Team, to provide an avenue for open and candid discussion on any matters or issues arising from the audit;

   (ii) Reviewed and approved the internal audit plan presented by the outsourced Internal Auditor, which outlines the audit scope, timeline as well as proposed audit fee;

   (iii) Reviewed and discussed the Risk-Based Internal Audit Report with the Internal Auditor, deliberating on the findings and recommendations therein, before recommending the same to the Board for notation; and

   (iv) Assessed and evaluated the effectiveness and performance of the Internal Auditor to ensure that the internal audit function was carried out competently and in accordance with the established audit plan.

4. **Risk management and Internal Control**

   (i) Reviewed the Group's Risk Management Framework on the identification and assessment of risks as well as the Management's responses to the identified risks.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT
cont'd

SUMMARY OF WORK OF THE ARMC *cont'd*

5. Related Party Transactions ("RPT"), Recurring Related Party Transactions ("RRPT"), COI and/ or Potential COI

(i) Reviewed the RRPT in relation to the rental of an apartment by Glostrext Singapore from Li Haigang as well as rental of an office building by Powertecs from a related party of which Ir Dr Lee Sieng Kai is a director and was satisfied that the transaction was conducted on a fair and arm's length basis under normal commercial terms. The RRPT was closely monitored and reviewed on a quarterly basis, taking into consideration that the transaction was reasonable, in the best interest of the Company, not detrimental to the interests of the minority shareholders, and in compliance with the AMLR. The ARMC thereafter recommended the same to the Board for approval.

(ii) Reviewed the COI and/or potential COI situations that may arise or persist. For FYE 2026, the ARMC concluded that none of the Directors had any COI and/or potential COI with the Company and/or its subsidiaries. Accordingly, no measures to resolve, eliminate or mitigate any COI were required during the financial year under review.

6. Other Matters

(i) Reviewed the Corporate Governance Overview Statement, Statement on Risk Management and Internal Control, Audit and Risk Management Committee Report as well as Sustainability Statement prior to recommending to the Board for approval and inclusion in the Company's Annual Report for FYE 2025.

INTERNAL AUDIT FUNCTION

The Group's internal audit function is outsourced to an independent professional firm, Talent League. The outsourcing arrangement was undertaken to assist the ARMC in conducting systematic and independent assessments on the adequacy, efficiency and effectiveness of the Group's system of risk management and internal controls. Talent League is free from any relationships or COI that could impair its objectivity and independence in discharging its functions.

The internal audit function is led by Mr Hong Cheong Liang ("Mr Hong"), Director of Talent League, who is a member of the MIA, CPA Australia and IIA. Mr Hong possesses the relevant qualifications and experience to effectively discharge his responsibilities in relation to the internal auditing profession. During FYE 2026, he was a team of 5 internal auditors per visit for each internal audit review, which were carried out their assessment and review in accordance with the IPPF – Global Internal Audit Standards adopted and recommended by the IIA.

According to the internal audit plan approved by the ARMC, the Internal Auditor carried out 2 internal audit reviews covering the following operational areas:

Internal Audit Scope	Coverage Period
Information Technology, Automation and Calibration	Quarter 1 and 2, FYE 2026
Revenue and Credit Risk Management	Quarter 3 and 4, FYE 2026

To facilitate an efficient and effective conduct of the audit reviews, the Internal Auditor was provided with access to Management for interviews and all relevant internal documents, and had full and unrestricted access to all information and resources within the Group as required. The Internal Auditor is authorised to report directly to the ARMC, thereby upholding the highest standards of independence and integrity.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT
cont'd

INTERNAL AUDIT FUNCTION *cont'd*

The scope of the internal audit reviews encompassed the implementation of best practices, with specific focus on operational effectiveness and efficiency, reliability of financial and operational reporting, adherence to regulatory requirements and the safeguarding of the Group's assets. Upon completion of each review, the Internal Auditor presented the Risk-Based Internal Audit Report at the scheduled ARMC meetings, setting out in detail the audit findings, root-cause analysis, associated risks and implications, areas for improvement and recommendations for corrective measures. Management also provided additional clarifications and information in response to matters raised by the ARMC. Following deliberation, Management assumed responsibility for implementing the recommended corrective actions within the agreed timeframe, while the Internal Auditor subsequently conducted follow-up reviews and reported the implementation status to the ARMC.

The professional fee incurred for the Group's outsourced internal audit function for FYE 2026 amounted to RM20,000.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Pursuant to Rule 15.26(b) of the AMLR, the Board is pleased to present the Statement on Risk Management and Internal Control. This statement is prepared in accordance with Practice 10.1 and Practice 10.2 of the MCCG, and is guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies ("SORMIC Guide 2025") issued by the IIA.

This statement outlines the key features and scope of the Group's risk management and internal control system implemented during FYE 2026. The Group does not have any material joint ventures or associates; accordingly, no material joint ventures or associates have been excluded from the scope of this Statement.

BOARD RESPONSIBILITIES

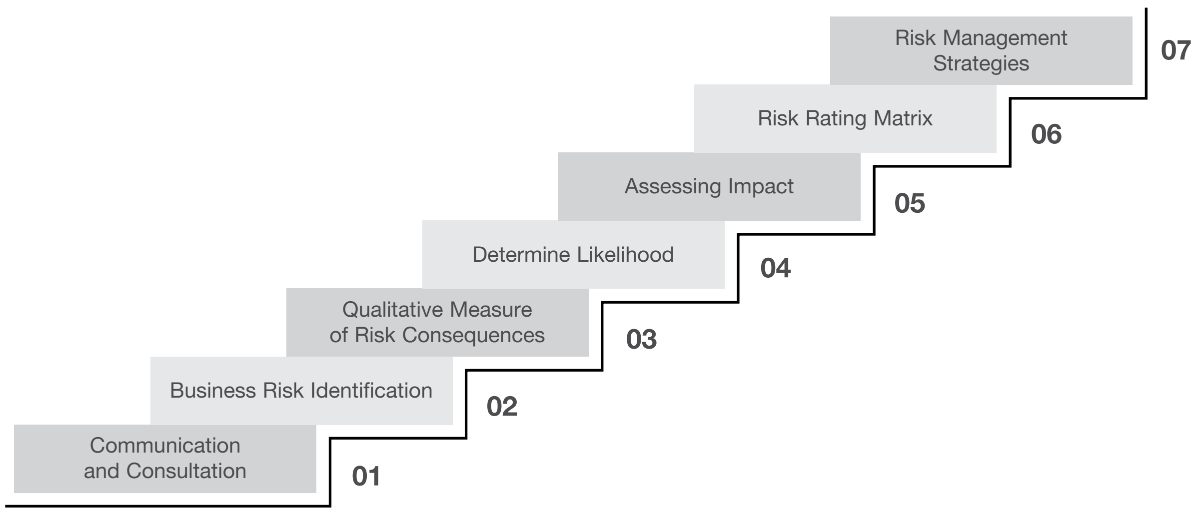
The Board recognises that a robust and effective risk management framework and internal control system is fundamental for the Group to achieve its strategic, operational and sustainability objectives. In this regard, the Board acknowledges its responsibilities for ensuring the system remains sound and resilient at all times in safeguarding the Group's assets, shareholders' investments and stakeholders' interests.

While the Board is ultimately responsible for the Group's risk management and internal control system, the ARMC is entrusted with the responsibility of overseeing and reviewing the adequacy and effectiveness of the Group's risk management and internal control system on a regular basis, as delegated by the Board. Through this oversight role, the ARMC assists the Board in identifying and reviewing key risks that may impact the Group's operations, financial performance and strategic objectives, and ensures that appropriate risk responses are in place.

While the risk management and internal control system serves to manage and mitigate risks to an acceptable level, it is not designed to eliminate all risks due to the inherent limitations of any such system. As such, the system can only provide reasonable, rather than absolute, assurance against material misstatements, financial losses, fraud or operational disruptions.

RISK MANAGEMENT FRAMEWORK

The Group's risk management practices are guided by a Risk Management Framework formalised and implemented by the Board, which is integrated into the Group's management processes and business activities. Under this framework, the Group has adopted a 7-step risk management process:



STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL
cont'd

RISK MANAGEMENT FRAMEWORK *cont'd*

The Group's risk management process begins with communication and consultation across all levels of the company to promote risk awareness, understanding and active participation in risk management activities. This is facilitated through various channels, including meetings with supervisors and management, briefings and awareness programmes as well as surveys.

Through these engagements, business risks are identified from 10 key sources, which include external environment, regulatory, legal, corporate governance, financial, customers, products and services, suppliers, human resources, and operations. These sources provide a comprehensive basis for identifying potential risks that may affect the achievement of the Group's objectives.

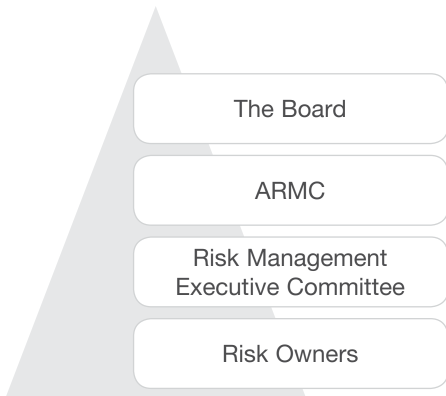
Following the identification of risks, the potential consequences of each risk are assessed qualitatively by considering factors such as financial loss or opportunity cost, duration of business disruption, reputation recovery, regulatory implications, and employee impact. Based on this assessment, all risks are categorised into 5 risk consequence levels, namely insignificant, minor, moderate, major, and catastrophic.

The likelihood and impact of each identified risk is then evaluated using a 5-point scale. The resulting scores are plotted onto a Risk Rating Matrix to determine the risk rating and provide a consolidated view of the Group's overall risk exposure.

Based on the risk assessment results, the Group determines and implements the most appropriate response strategies to manage the risks within the Group's acceptable risk tolerance levels, such as transfer, reduction, acceptance, diversification, or elimination, depending on the nature, likelihood and impact of each risk.

To ensure the effective implementation and oversight of the Group's risk management process, the Group has established a tiered governance structure based on a "tone from the top" principle. At the top of this structure, the Board is responsible for setting the Group's overall risk management strategy, cultivating a sound risk culture, and overseeing the adequacy and effectiveness of the Group's risk management framework. The Board also maintains accountability to the Group's shareholders in relation to the Group's risk management practices.

Supporting the Board, the ARMC assists in overseeing the Group's risk management framework policies and procedures. The ARMC reviews the Group's risk assessments, risk profile and risk appetite, monitors significant risk exposures and mitigation measures, and provides recommendations to the Board on risk-related matters.



At the operational level, the Risk Management Executive Committee is responsible for implementing the Group's risk management framework, establishing performance measures, monitoring risk exposures and reporting risk matters to the ARMC on a regular basis. Supporting the Risk Management Executive Committee are the risk owners, who are primarily the Heads of Departments responsible for the day-to-day monitoring and management of risks within their respective areas. They conduct periodic risk reviews, maintain and update risk profiles, review risk mitigation action plans and promptly escalate significant or emerging risks to the Risk Management Executive Committee.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL
cont'd

RISK MANAGEMENT FRAMEWORK *cont'd*

The key risks identified during the financial year, together with the corresponding control measures implemented to mitigate such risks, are presented below:

No	Risk Identified	Controls in Place
1	Market force (trade war, biohazard such as disease pandemic outbreak, currency crash, economic slow-down, weak market sentiment, etc)	• Continuous monitoring of external market conditions and implementation of strategic adjustments as and when necessary
2	Succession planning	• Succession plan in place for all critical positions • Identification and development of suitable candidate for all critical positions
3	Inadequate/outdated SOPs	• Periodic review and update of SOPs to ensure they remain current and reflective of prevailing practices and procedures

Apart from the key risks identified during the financial year, the Board remains mindful of emerging risks and evolving business challenges that may affect the Group's operations and long-term sustainability. In managing such risks, the Group integrates sustainability principles into its core business operations and decision-making processes, rather than treating sustainability as a separate standalone function.

INTERNAL CONTROL SYSTEM

Beyond risk management, the Group also places equal emphasis on maintaining a strong internal control system that covers all levels of the organisation, from corporate governance to the Group's day-to-day operations. To ensure these controls remain relevant and effective, they are reviewed and updated on a regular basis, taking into account the changing business and regulatory environment. Where significant control gaps or operational issues are identified, they are brought to the Board's attention at Board meetings for deliberation and appropriate follow-up action.

The following key internal controls were in place across the Group in FYE 2026:

(i) A Board Charter and Terms of Reference for the Board and all Board Committees have been formalised, establishing clear lines of responsibility to guide the effective discharge of their duties and to support the Board's oversight of control processes;

(ii) A clearly defined organisational structure is maintained, with appropriate segregation of duties and reporting lines to promote sound decision-making and keep checks and balances;

(iii) Defined limits of authority are in place to govern the approving limits assigned to each approving authority within the Group, and these limits are periodically reviewed in line with any organisational changes;

(iv) Various Company policies, including the Code, ABC Policy, and Whistleblowing Policy, have been adopted to uphold integrity and ethical conduct across the Group;

(v) Directors' Fit and Proper Policy has been put in place to provide the NC with clear and objective criteria for evaluating the appointment and re-appointment of Directors;

(vi) Internal SOPs have been developed across key operational areas to bring consistency and standardisation to the Group's processes in alignment with the Group's business objectives; and

(vii) Safety precautionary measures and guidelines are enforced in line with the requirements of relevant authorities to protect the health and safety of our employees and stakeholders.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL
cont'd

INTERNAL AUDIT FUNCTION

Pursuant to Rule 15.27 of the AMLR, the Group has outsourced its internal audit function to an independent professional firm, Talent League. The Internal Auditor was appointed to assist the Board and ARMC in providing an independent and objective evaluation of the adequacy, efficiency and effectiveness of the Group's risk management and internal control system in accordance with the IPPF.

The internal audit function is led by Mr Hong, Director of Talent League, who is a member of the MIA, CPA Australia and IIA. Mr Hong possesses extensive experience in the internal auditing profession. During FYE 2026, he was supported by a team of 5 internal auditors per visit for each internal audit review.

The Internal Auditor is free from any relationships or COI that could impair their objectivity and independence. The Internal Auditor reports directly to the ARMC and is granted full and unrestricted access to the relevant records, personnel and information necessary for the effective discharge of its duties.

In accordance with the internal audit plan approved by the ARMC, the Internal Auditor carried out 2 internal audit reviews covering the following operational areas:

Internal Audit Scope	Coverage Period
Information Technology, Automation and Calibration	Quarter 1 and 2, FYE 2026
Revenue and Credit Risk Management	Quarter 3 and 4, FYE 2026

Upon the completion of each internal audit review, a detailed report encompassing the audit findings, root-cause analysis, risks and implications, and recommendations was presented to the ARMC for their review and deliberation. The Management is then responsible for implementing the recommended corrective actions to address the internal control weaknesses identified. Follow-up reviews on previous audit findings were also carried out by the Internal Auditor to ensure all recommended corrective actions have been implemented within the stipulated timeframe.

Based on the internal audit reviews carried out by the Internal Auditor, there were no significant weaknesses noted in the internal control system that would result in any material losses, contingencies or uncertainties that would require separate disclosure in this Annual Report.

The professional fees incurred for the outsourced internal audit function for FYE 2026 amounted to RM20,000.

REVIEW OF THE STATEMENT BY THE EXTERNAL AUDITORS

The External Auditors have reviewed this Statement on Risk Management and Internal Control in accordance with Rule 15.23 of the AMLR, for inclusion in this Annual Report.

The review was conducted 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 Annual Report, issued by the MIA. AAPG 3 does not require the External Auditors to express an opinion on the adequacy or effectiveness of the Group's risk management and internal control system.

Based on their review, nothing has come to their attention that causes them to believe that the Statement on Risk Management and Internal Control set out above was not prepared, in all material respects, in accordance with the disclosures required by Section 7 of the SORMIC Guide 2025, nor is factually inaccurate.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL
cont'd

MANAGEMENT'S ASSURANCE

The Board has received reasonable assurance from the Managing Director and CFO, on behalf of Management, that the Group's risk management and internal control system has operated adequately and effectively in all material aspects during the financial year under review. The Board is accordingly satisfied that no issues have come to its attention that would render the financial results and information provided to be false or misleading in any material respect.

CONCLUSION

The Board is of the view that the Group's risk management and internal control system for the financial year under review remains effective and well aligned with the Group's business objectives, with risk exposures maintained within the defined risk appetite and tolerance levels. Hence, the Group's risk management and internal control system is deemed adequate and sufficient to safeguard shareholders' investments, stakeholders' interests and the Group's assets.

Nevertheless, the Board recognises the importance of ongoing improvements to the Group's risk management and internal control system. As business conditions and regulatory developments evolve, the Board and Management remain committed to strengthening the Group's risk management and internal control system to ensure it stays relevant, robust and responsive.

This Statement on Risk Management and Internal Control was approved by the Board on 24 July 2026.

ADDITIONAL COMPLIANCE INFORMATION

UTILISATION OF PROCEEDS

The Company was listed on the ACE Market of Bursa Securities on 15 August 2023. In conjunction with its IPO, the Company undertook a public issue of 105,830,000 new ordinary shares at an issue price of RM0.19 per share, raising total gross proceeds of RM20.11 million ("IPO Proceeds").

As at 31 March 2026, the status of utilisation of the IPO Proceeds is as follows:

Description of Utilisation	Proposed Utilisation RM'000	Actual Utilisation RM'000	Balance RM'000	Estimated Timeframe for Utilisation Upon Listing
Business expansion and working capital	11,708	11,708	-	Within 36 months
Research and development	1,800	1,800	-	Within 36 months
Repayment of bank borrowings	3,300	3,300	-	Within 3 months
Estimated listing expenses	3,300	3,300	-	Within 1 month
Total	**20,108**	**20,108**	**-**	

The utilisation of proceeds disclosed above should be read in conjunction with the prospectus of the Company dated 27 July 2023.

AUDIT AND NON-AUDIT FEES

The audit fees and non-audit fees paid or payable to the external auditors by the Company and the Group for FYE 2026 are as follows:

	The Company (RM)	The Group (RM)
Audit fees	45,000	225,077
Non-audit fees	11,500	28,300
Total	**56,500**	**253,377**

MATERIAL CONTRACTS

There was no material contract entered into by the Company and its subsidiaries involving the interest of the Directors and/or major shareholders, either still subsisting as at 31 March 2026 or entered into since the end of the previous financial year.

RRPT OF A REVENUE OR TRADING NATURE

During FYE 2026, there was no RRPT which requires shareholders' mandate.

ADDITIONAL COMPLIANCE INFORMATION
cont'd

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

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

(a) Group Total Income and Total Assets

		Group	
		2026	**2025**
Total Income	**Remarks**	**(RM)**	**(RM)**
Revenue		55,159,571	34,949,591
Other income		1,194,309	1,639,427
Total		**56,353,880**	**36,589,018**
Total Assets		**77,536,057**	**77,466,734**

(b) Business Activities

		Group	
		2026	**2025**
Shariah Non-Compliant Activities	**Remarks**	**(RM)**	**(RM)**
Interest income		32,296	7,261
Total		**32,296**	**7,261**

(c) Component of Financial Position

(i) Cash Component

		Group	
		2026	**2025**
Islamic Account/Instruments	**Remarks**	**(RM)**	**(RM)**
Cash at bank (exclude cash in hand)		5,482,303	465,707
Cash in hand		87,592	85,811
Fixed deposits with licensed banks		5,000,000	10,850,000
Total		**10,569,895**	**11,401,518**

		Group	
		2026	**2025**
Conventional Account/Instruments	**Remarks**	**(RM)**	**(RM)**
Cash at bank (exclude cash in hand)		5,429,238	4,119,870
Fixed deposits with licensed banks		146,880	474,179
Total		**5,576,118**	**4,594,049**

ADDITIONAL COMPLIANCE INFORMATION
cont'd

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING *cont'd*

(c) Component of Financial Position *cont'd*

(ii) Debt Component

		Group	
Islamic Financing	**Remarks**	**2026 (RM)**	**2025 (RM)**
Current			
Term loans		12,936	49,137
Non-Current			
Term loans		98,735	91,665
Total		**111,671**	**140,802**

		Group	
Conventional Borrowings	**Remarks**	**2026 (RM)**	**2025 (RM)**
Current			
Term loans		686,817	1,002,167
Hire purchase payable		35,363	33,946
Bankers' acceptances		-	297,225
Bank overdrafts		400,643	2,318,802
Non-Current			
Term loans		4,374,193	4,625,519
Hire purchase payables		12,086	47,449
Total		**5,509,102**	**8,325,108**

DIRECTORS' RESPONSIBILITY STATEMENT

IN RELATION TO THE FINANCIAL STATEMENTS

Pursuant to the CA 2016, the Directors are responsible for preparing the financial statements of the Group and of the Company for each financial year in accordance with the applicable MFRS, IFRS and the requirements of the CA 2016. This statement has been prepared in compliance with Rule 15.26(a) of the AMLR.

The Directors are also responsible for ensuring that the financial statements present a true and fair view of the financial position of the Group and of the Company as at 31 March 2026, as well as the financial performance and cash flows for the FYE 2026.

In the preparation of the financial statements for FYE 2026, the Directors have:

- exercised diligent governance over the strategic management of the Group and of the Company;
- adopted and applied appropriate accounting policies consistently;
- made prudent and reasonable judgements and estimates;
- complied with all relevant accounting standards, including MFRS, IFRS and the requirements of the CA 2016, with any material departures duly explained in the financial statements;
- assessed the robustness and adequacy of the Group's internal control and management information systems;
- adopted going concern basis, confirming that the Group and the Company have sufficient resources to sustain operations in the foreseeable future.

In addition, the Directors are responsible for ensuring that proper accounting and other records, which disclose the financial position of the Group and of the Company, are kept at all times to enable them to ensure that the financial statements comply with the CA 2016.

The Directors also have general responsibilities to ensure that appropriate measures are in place to safeguard the assets of the Group and the Company, to prevent and detect any fraud and other irregularities. These measures can only provide reasonable, rather than absolute, assurance against material misstatements, loss or fraud.