

SUSTAINABILITY STATEMENT



Dear Stakeholders,

2025 was a significant year for GDB Holdings Berhad (“GDB”) as we continued to strengthen our commitment to sustainability and advance our efforts in addressing climate-related risks and opportunities. We recognise the responsibility we bear in managing interconnected economic, environmental, social and governance matters that influence our long-term resilience and shape our contributions to the wider community.

During the year, GDB achieved an important milestone with our inclusion in the FTSE4Good Bursa Malaysia (“F4GBM”) Index and as a constituent of the FTSE4Good Bursa Malaysia Shariah (“F4GBMS”) Index on 11 December 2025. This recognition reflects our ongoing efforts to enhance our sustainability practices and governance standards, and reinforces our commitment to transparent and responsible business conduct.

FY2025 represents a significant phase in our reporting journey, marking the first year of GDB’s transition toward full adoption of the National Sustainability Reporting Framework (“NSRF”) by FY2028. In line with this transition, we have begun preparing our disclosures with reference to the sustainability disclosure standards issued by the International Sustainability Standards Board (“ISSB”), and this Sustainability Statement is presented in accordance with IFRS S1 *General Requirements for Disclosure of Sustainability-related Financial Information* (“IFRS S1”).

Although the full IFRS Sustainability Disclosure Standards (“IFRS SDS”) are not yet mandatory for GDB, we are proactively aligning with global best practices to enhance the quality, clarity and relevance of our sustainability disclosures. To support this effort, we continue to draw guidance from Bursa Malaysia’s Main Listing Requirements on Sustainability Reporting, the Bursa Malaysia Sustainability Reporting Guide (3rd Edition), the NSRF, IFRS S1 and IFRS S2 *Climate-related Disclosures* (“IFRS S2”) as we communicate our sustainability-related impacts, risks and progress.

This Sustainability Statement should be read together with the Group’s Consolidated Financial Statements, Management Discussion & Analysis (“MDA”) and Corporate Governance Overview Statement for integrated interpretation.

SUSTAINABILITY STATEMENT (CONT'D)

ABOUT THIS STATEMENT

Group Overview

GDB Holdings Berhad (“GDB” or the “Company”) and its subsidiaries (the “Group”) is a construction entity listed on Bursa Malaysia’s Main Market and headquartered in Selangor, Malaysia.

Please refer to the corporate profile section on page 2 and group structure on page 5 of this Annual Report or our Group’s corporate website at <https://www.gdbhb.com.my/> for more details about our business activities.

Our Value Chain

The Group’s operations rely on a broad network of stakeholders, resources and activities across the construction value chain. This includes key suppliers that provide building materials, plant and equipment essential to our construction processes; subcontractors and strategic partners who support project execution; and logistics and transportation providers responsible for delivering materials to our project sites. We also engage with customers in the markets where we operate. These interconnected relationships form the foundation of our business model and influence the sustainability-related impacts, risks and opportunities that GDB manages across the value chain.

Value Chain Table

| VALUE CHAIN STAGE | STAGE TYPE | KEY PARTIES INVOLVED | ROLE AND CONTRIBUTION |
|---------------------------------------|------------|---|---|
| Input Providers | Upstream | Financiers, raw material suppliers, Plant and equipment suppliers | Provide essential financing, building materials, machinery and tools |
| Logistics & Transportation | Upstream | Transport providers, delivery partners | Ensure timely delivery of materials and equipment to construction sites |
| Core Operations | Midstream | Project teams, subcontractors, site workers, safety and quality teams | Carry out construction activities, project management, safety and quality control |
| Customers & End Users | Downstream | Local clients, developers | Define project requirements and receive the final built assets |
| Communities & Regulators | Downstream | Government agencies, local authorities, surrounding communities | Set regulatory requirements, influence social licence to operate |

Scope and Boundaries

This sustainability statement has been prepared for the Group and should be read in conjunction with the Group’s consolidated financial statements, which are prepared in accordance with the Malaysian Financial Reporting Standards (MFRS), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia. This report covers the financial year ended 31 December 2025 and is aligned with the reporting period of the related consolidated financial statements.

The presentation currency for sustainability-related financial disclosures is the Malaysian Ringgit (“RM”), which aligns with the presentation currency used in the consolidated financial statements. Unless specified otherwise, all amounts are rounded to the nearest million.

This sustainability statement covers the financial year ended 31 December 2025 (“FY2025”) and is prepared annually in conjunction with the Annual Report. In preparing the sustainability-related financial disclosures, the Group has assessed its own operations and its value chain, which includes, amongst others, the joint ventures and associates of the Group. The disclosures also cover the same reporting entity as the related consolidated financial statements.

SUSTAINABILITY STATEMENT (CONT'D)

There have been changes in the Group's assets and operations included within the reporting boundary for this Sustainability Statement compared to the prior year. The reporting boundary for FY2025 is aligned with the Group's FY2025 financial statements, reflecting updates to the Group's structure and operational scope during the financial year. *(Further details on the entities, assets and operations included within the reporting boundary are set out on page 5 of this Annual Report under Corporate Structure)*

The group defines the time horizons based on when the sustainability-related risks and opportunities could reasonably be expected to occur. As of the end of the reporting period the following time horizons were identified, and these align with the timelines used for strategic decision-making:

- short term (0 to 12 months);
- medium term (1 to 5 years); and
- long term (beyond 5 years).

The sustainability-related financial disclosures cover the same reporting entity as the related consolidated financial statements.

Reporting Boundary for GHG Emissions

The Group uses the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) (the 'GHG Protocol') to measure its GHG emissions. The Group's reporting boundary for GHG emissions includes its organisational boundary and operational boundary.

The Group applies the operational control approach to establish its organisational boundary for the reporting of GHG emissions. The Group believes that the use of the operational control approach is the most appropriate method to measure the Group's GHG emissions, considering that there are entities and assets outside the Group's financial reporting group over which it has operational control.

Reporting Standards and Frameworks:

The Group is reporting under the IFRS SDS for the first time. Additionally, it has also applied the following standards and frameworks.

In accordance with the Principal Guidelines of:

- Bursa Malaysia's Main Listing Requirements on Sustainability Reporting
- Bursa Malaysia's Sustainability Reporting Guide (3rd Edition)
- National Sustainability Reporting Framework
- IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information
- IFRS S2 Climate-related Disclosures
- SASB standard for Engineering and Construction Services

and referenced to:

- Global Reporting Initiatives (GRI) Standards 2021
- United Nations Sustainable Development Goals ("SDGs")
- Financial Times Securities Index ("FTSE4Good")

SUSTAINABILITY STATEMENT (CONT'D)

Transition Relief

In this first year of applying the IFRS SDS, the Group is eligible for a number of transition reliefs. These include the relief to focus disclosures on climate-related risks and opportunities in accordance with IFRS S2, without the need to provide full disclosures across all sustainability-related topics in the initial year. In addition, entities listed on the Main Market of Bursa Malaysia are granted further transition reliefs under the Main Market Listing Requirements, which support a phased and manageable approach to the adoption of the IFRS SDS.

Under IFRS S1, entities are generally required to present comparative information for the preceding period for all amounts disclosed in the current reporting period, including sustainability-related financial disclosures such as the current and anticipated financial effects of sustainability-related risks and opportunities ("SROs"), as well as metrics and targets.

For FY2025, the Group has adopted the available transition relief and is therefore not required to disclose comparative information in this inaugural year of reporting under IFRS SDS. However, prior years' information previously reported in accordance with the GRI Standards continue to be presented for comparability purposes. The prior year's information in this report was not compiled following IFRS SDS but the requirements in GRI standard.

Internal Review and Assurance

All data presented in this Statement has been internally sourced, verified and validated by the respective business divisions, adhering to Bursa Malaysia's Sustainability Reporting Guide (3rd Edition) 2022, the GRI principles, the SASB Standards and the FTSE Russell FTSE4Good criteria of accuracy, balance, clarity, comparability, reliability and timeliness.

The policies and data in this Statement has been reviewed by our internal auditor and approved by the Board of Directors of GDB. No material discrepancies were identified in FY2025.

We are committed to ensuring the accuracy, relevance, and reliability of our sustainability information and will continuously strive to enhance our data collection and reporting processes. As part of this initiative, we will be engaging an independent external party to provide the necessary assurance for FY2027.

Forward-looking Advisory

This Sustainability Statement outlines GDB's current intent regarding its sustainability priorities, climate-related strategies, transition activities and future plans. These perspectives are based on reasonable assumptions at the time of reporting; however, actual outcomes may vary due to evolving regulatory, technological and market conditions.

Consequently, these statements should be viewed as strategic aspirations rather than guarantees of future performance. GDB remains committed to adapting its approach as the global sustainability landscape continues to shift.

Engage with Us

We value your thoughts and concerns and see them as opportunities to enhance our future reporting. Please share your feedback with us at enquiry@gdbhb.com.my

SUSTAINABILITY STATEMENT (CONT'D)

OUR SUSTAINABILITY APPROACH

As GDB enters our first year of reporting in alignment with the NSRF and IFRS S1, we continue to strengthen the integration of sustainability considerations into our governance, strategy and operations. Our approach is grounded in the belief that long-term business resilience is built on responsible practices that consider environmental, social and economic impacts.

By embedding sustainability-related risks and opportunities into our decision-making processes, we aim to create meaningful and enduring value for our stakeholders — including shareholders, employees, customers, business partners, regulators, and the communities where we operate. This disciplined and transparent approach supports our transition toward full NSRF adoption by FY2028 while ensuring that our actions contribute to sustainable development and improved outcomes for all.

GDB Sustainability Framework

OUR VISION

To be a highly reputable and progressive construction firm that delivers products and services of sustainable and excellent quality via innovation in People, Quality, Safety and Technology.

OUR MISSION



Economic

To build dedicated and lasting relationships with our valued customers by delivering progressive excellence, reliable quality and cost-effective projects that exceed their expectations via exceptional performance by every member of GDB – every time



People

To employ, cultivate, and support our knowledgeable and motivated teams through continuous development and improvement driven by the synergy of Efficiency, Teamwork, and Commitment of the management and staff.



Environment

To safeguard Mother Nature and provide sustainability as well as additional peace of mind for our customers by upholding ecological, resource-efficient green technologies and environmentally responsible practices during every stage of construction.

Our sustainability commitment is rooted in the GDB Vision and Mission, which serve as the building blocks for our corporate culture and direction. Guided by our mission, we have identified three key focus areas:

Sustainable Business

Ensuring long-term business viability and creating value for all stakeholders

Sustainable Business

Minimising our environmental impact and promoting resource efficiency

Sustainable Business

Contributing to the well-being of our communities and promoting social equity

SUSTAINABILITY STATEMENT (CONT'D)

Each focus area is crucial for creating sustainable value for the Group and our stakeholders. We have identified material matters within each focus area and developed an approach to sustainability, encompassing effective strategies and clear action plans to address these matters.



ALIGNMENT WITH THE SUSTAINABLE DEVELOPMENT GOALS (UNSDGs)



SUSTAINABILITY MATERIAL MATTERS



Economic



Governance



Environment



Social

GOALS AND OUTCOME

Achieve the Group's vision whilst contributing to the national and international sustainability agenda.



FTSE4Good



SUSTAINABILITY STATEMENT (CONT'D)

Sustainability Policy

GDB has established a Sustainability Policy that outlines the Group's commitment to integrating sustainability considerations into its business strategies, operations and stakeholder engagements. The policy guides the Group's approach in managing economic, environmental, social and governance ("ESG") matters responsibly while delivering long-term value to our stakeholders.

The Sustainability Policy applies to all directors, employees and business associates of the Group. It provides the guiding principles for embedding sustainable practices across the Group's operations and supports the implementation of the Group's sustainability framework and governance structure.

The policy also supports the Group's commitment to strengthening its sustainability practices and enhancing sustainability disclosures in line with evolving regulatory expectations, including the National Sustainability Reporting Framework.

The policy focuses on key sustainability priorities including responsible economic performance, environmental stewardship, quality, environmental, safety and health management, social responsibility and ethical business conduct.

The Sustainability Policy outlines the following key commitments that guide our sustainability practices across all business operations.

| SUSTAINABILITY PILLAR | KEY COMMITMENTS |
|---|--|
| Economic Sustainability | Ensure responsible financial management and sustainable business growth while creating long-term economic value for stakeholders. This includes prudent management of assets and capital, integrating ESG considerations into business decisions and contributing to the socioeconomic development of the communities where the Group operates. |
| Quality, Environmental, Safety and Health ("QESH") | Uphold high standards of quality, environmental protection, safety and occupational health across operations. Through the integrated QESH Management System and certifications including ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018, continuously strengthen processes to enhance operational excellence, prevent workplace incidents and safeguard workforce wellbeing. |
| Environmental Sustainability | Minimise environmental impact by promoting efficient use of resources, reducing waste generation and encouraging the adoption of the 3R principles (Reduce, Reuse and Recycle). Ensure responsible management of waste and effluents, while complying with applicable environmental laws and promoting environmental awareness among employees and stakeholders. |
| Social Responsibility | Foster positive social impact by building strong relationships with employees, business partners and the surrounding communities. Promote fair employment practices, respect human rights, support community development initiatives and deliver quality projects that contribute to improving quality of life. |

For a full copy of the policy, please follow this link:

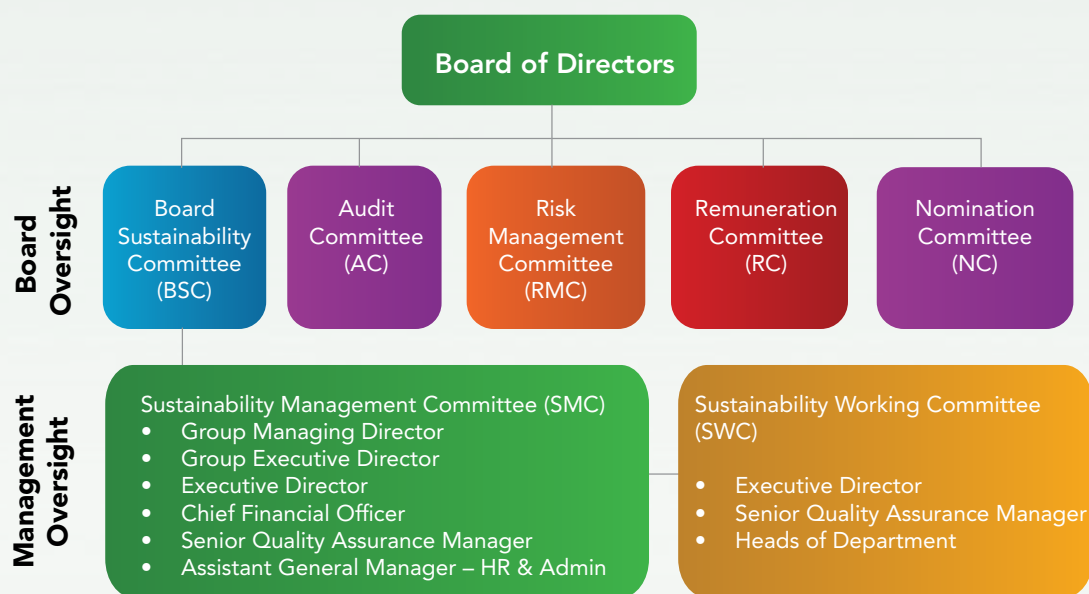
<https://www.gdbhb.com.my/wp-content/uploads/2023/08/Sustainability-Policy-Final-230823.pdf>

SUSTAINABILITY STATEMENT (CONT'D)

SUSTAINABILITY GOVERNANCE

GDB has established a structured sustainability governance framework to oversee the identification, assessment and management of sustainability-related risks and opportunities across the Group's operations. This framework provides clear accountability at both Board and management levels and supports the integration of sustainability considerations into the Group's corporate strategy, risk management processes and operational decision-making.

The Board of Directors has overall responsibility for the Group's sustainability direction, supported by the Board Sustainability Committee and management-level committees that oversee the implementation and monitoring of sustainability initiatives across the organisation.



Board Oversight

Board of Directors

The Board of Directors ("Board") has ultimate oversight of the Group's sustainability strategy and the management of sustainability-related risks and opportunities across environmental, social and governance matters.

The Board ensures that sustainability considerations are integrated into the Group's overall corporate strategy, business planning and risk management processes. In carrying out its responsibilities, the Board reviews sustainability developments, evaluates emerging sustainability risks and opportunities that may affect the Group's operations and long-term resilience, and ensures that appropriate resources and governance structures are in place to support the Group's sustainability agenda.

In addition, the Board considers sustainability implications when reviewing major business decisions, including strategic investments, operational initiatives and significant transactions that may impact the Group's long-term value creation.

Board Sustainability Committee

The roles and responsibilities of the Board Sustainability Committee ("BSC") were enhanced to further support the Board in overseeing the Group's sustainability agenda and to align the Group's sustainability governance framework with the National Sustainability Reporting Framework and the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board ("ISSB").

SUSTAINABILITY STATEMENT (CONT'D)

The BSC supports the Board in overseeing the Group's sustainability strategy, policies, initiatives and disclosures. The Committee reviews and recommends sustainability-related strategies, priorities and policies for the Board's approval, and oversees the preparation of the Group's sustainability disclosures to ensure alignment with regulatory expectations and stakeholder interests.

In overseeing the Group's sustainability agenda, the BSC also reviews climate-related matters, including emerging climate-related risks and opportunities that may affect the Group's operations, strategy and long-term resilience.

The BSC comprises three members of the Board, including two Independent Non-Executive Directors and one Executive Director. The BSC facilitates direct Board-level oversight and deliberation of sustainability matters, ensuring that sustainability-related risks and opportunities are duly considered in the Group's strategic decision-making.

The BSC meets at least twice a year to review sustainability developments, monitor the Group's sustainability initiatives and discuss emerging sustainability-related risks and opportunities, and reports its deliberations to the Board.

Where appropriate, the BSC may also seek input from external sustainability advisors to support the Committee in addressing emerging sustainability issues and strengthening the Group's sustainability practices.

The BSC works closely with the Sustainability Management Committee ("SMC") to ensure that sustainability strategies, initiatives and action plans are effectively implemented across the Group's operations and aligned with the Group's overall business strategy and risk management framework.

Audit Committee

The Audit Committee ("AC") supports the Board in overseeing the integrity of the Group's financial reporting processes, internal control systems and assurance functions. The AC also reviews matters relating to governance, compliance and internal audit activities across the Group.

In relation to sustainability governance, the AC provides oversight on the reliability and integrity of sustainability-related information disclosed by the Group, including relevant sustainability metrics and disclosures in the sustainability report, where applicable. The Committee also reviews internal controls and assurance processes that support the accuracy and credibility of sustainability-related reporting.

Risk Management Committee

The Risk Management Committee ("RMC") assists the Board in overseeing the Group's enterprise risk management framework and processes.

The RMC is responsible for identifying, assessing and monitoring key risks that may affect the Group's operations and long-term value creation, including sustainability-related risks and opportunities across environmental, social and governance matters. Through the Group's enterprise risk management framework, the RMC ensures that sustainability-related considerations are integrated into the Group's risk assessment and mitigation processes.

The Committee periodically reviews the Group's risk profile and reports its findings and recommendations to the Board to support informed decision-making and effective risk oversight.

Remuneration Committee

The Remuneration Committee ("RC") is responsible for the development and implementation of the Group's remuneration policies and practices for the Board, its committees and senior management.

The RC ensures that remuneration structures are aligned with the Group's strategic objectives and long-term value creation. In carrying out its responsibilities, the Committee may take into consideration sustainability-related performance indicators and broader organisational performance in evaluating the remuneration of senior management and key executives.

SUSTAINABILITY STATEMENT (CONT'D)

Nomination Committee

The Nomination Committee ("NC") is responsible for identifying and recommending suitable candidates for appointment to the Board and Board Committees.

In fulfilling its responsibilities, the NC considers the mix of skills, experience, independence and diversity required to enable the Board to effectively oversee the Group's strategy, risk management and sustainability-related matters. This includes ensuring that the Board collectively possesses the competencies necessary to guide and oversee the Group's sustainability agenda.

Sustainability Management Committee

Management's role in assessing and managing sustainability-related risks and opportunities is implemented through the executive-level Sustainability Management Committee ("SMC"), which comprises the Group Managing Director, Executive Directors and members of senior management.

The Group Managing Director ("GMD") oversees the executive-level SMC and reports directly to the BSC on the Group's sustainability initiatives, progress and emerging sustainability-related risks and opportunities.

The SMC supports the BSC in the strategic management and implementation of the Group's sustainability agenda. The committee is responsible for coordinating the Group's sustainability initiatives and ensuring that sustainability-related considerations are embedded within the Group's operational and management processes.

The responsibilities of the SMC include, among others:

- overseeing the Group's materiality assessment process;
- developing and implementing sustainability strategies, policies and initiatives;
- monitoring the implementation of sustainability-related action plans across the Group's operations;
- recommending sustainability metrics and targets and monitoring progress against these targets;
- overseeing the preparation of the Group's sustainability report.

The SMC meets periodically to review sustainability developments, monitor the Group's sustainability performance and provide updates to the BSC on sustainability-related risks, opportunities and initiatives.

Sustainability Working Committee

The Sustainability Working Committee ("SWC"), previously referred to as the Sustainability Working Group ("SWG"), operates at the operational level and supports the implementation of the Group's sustainability initiatives across departments and project sites.

The SWC comprises representatives from various functional departments and operational teams. The committee works closely with the SMC to implement sustainability-related policies and initiatives, align operational practices with the Group's sustainability strategy, and ensure that sustainability considerations are embedded in day-to-day operations.

The SWC supports the SMC in the management of the Group's material sustainability matters and plays an important role in facilitating the Group's materiality assessment process. The committee is also responsible for collecting and consolidating sustainability-related data and information from across the Group's operations and reporting these to the SMC to support sustainability monitoring and reporting.

In addition, the SWC assists in executing sustainability initiatives and monitoring the Group's sustainability performance against established targets. Through cross-functional collaboration, the SWC helps ensure that sustainability practices are consistently implemented across the organisation.

SUSTAINABILITY STATEMENT (CONT'D)

Impact of Sustainability on Remuneration Policies

The Group recognises that the achievement of its sustainability objectives requires coordinated efforts across all levels of the organisation.

The RC is responsible for the development and implementation of the Group's remuneration policies for the Board, its committees and senior management. In carrying out its responsibilities, the RC ensures that remuneration structures are aligned with the Group's strategic priorities and long-term value creation.

Where appropriate, the RC may take into consideration sustainability-related performance and broader organisational performance when evaluating the remuneration of senior management and key executives.

Through regular updates and reports from management, the BSC and the Board are kept informed of the Group's sustainability initiatives, progress of sustainability-related targets, and emerging sustainability-related risks and opportunities to support effective oversight and decision-making.

Board Diversity and Independence

GDB's Board Charter, which is available on the Company's corporate website, is aligned with the requirements of Bursa Malaysia Securities Berhad and the principles of the Malaysian Code on Corporate Governance ("MCCG"). The Charter clearly defines the roles, responsibilities and accountabilities of the Board, its Committees, the Chairman and the Group Managing Director. As a key component of the Group's corporate governance framework, it supports effective oversight, transparency and integrity in decision-making, including oversight of sustainability-related matters in accordance with IFRS S1.

In line with the MCCG's recommendations on Board composition, GDB is committed to maintaining a strong level of Board independence to support objective oversight of strategy, risk management and sustainability-related risks and opportunities. The Board currently includes Independent Directors who provide objective judgement, constructive challenge and checks and balances in Board deliberations. The presence of Independent Directors also strengthens the Board's ability to provide objective oversight of sustainability-related disclosures, internal controls and long-term value creation.

The Board also recognises that diversity enhances the quality of decision-making and strengthens the Board's ability to oversee complex and evolving business and sustainability matters. Diversity in the Board's composition provides a broader range of perspectives, experience and insights that support effective governance and strategic oversight.

As the construction industry is traditionally male-dominated, women currently represent 14% of GDB's Board. While there remains a gender imbalance and limited ethnic diversity within the current Board composition, the Group is committed to progressively enhancing diversity in its leadership.

Diversity considerations, including gender, skills, experience and professional background, are incorporated into the Board's succession planning and nomination processes to ensure that the Board remains well-equipped to guide the Group's long-term strategy and oversee sustainability-related risks, opportunities and disclosures as regulatory and stakeholder expectations continue to evolve.

SUSTAINABILITY STATEMENT (CONT'D)

The composition of the Board as at FY2025 is presented below.

| BOARD COMPOSITION AND DIVERSITY | | | | | | |
|---------------------------------|----------|-----|----------|----|----------|----|
| | FY2025 | | FY2024 | | FY2023 | |
| | Number | % | Number | % | Number | % |
| BY GENDER | | | | | | |
| Male | 6 | 86 | 5 | 83 | 5 | 83 |
| Female | 1 | 14 | 1 | 17 | 1 | 17 |
| BY AGE GROUP | | | | | | |
| 30 and below | 0 | 0 | 0 | 0 | 0 | 0 |
| 31 - 50 | 2 | 29 | 1 | 17 | 1 | 17 |
| 51 and above | 5 | 71 | 5 | 83 | 5 | 83 |
| BY ETHNICITY | | | | | | |
| Malay | 0 | 0 | 1 | 17 | 1 | 17 |
| Chinese | 7 | 100 | 5 | 83 | 5 | 83 |
| Indian | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Ethnic Minorities | 0 | 0 | 0 | 0 | 0 | 0 |
| Non-Malaysian | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 7 | | 6 | | 6 | |

MATERIALITY

This Sustainability Statement presents the sustainability-related topics assessed as material to GDB and our stakeholders. Identifying and managing these material matters is essential to understanding the sustainability-related risks and opportunities ("SROs") that may influence our business model, strategy and long-term resilience. It also enables us to minimise adverse impacts arising from our decisions and activities, consistent with the requirements of IFRS S1.

Materiality Assessment Process

In 2025, we undertook a review of our material matters, involving re-evaluation, consolidation and regrouping to ensure continued alignment with industry developments, the national and global sustainability reporting frameworks.

The purpose of this process was to identify information on SROs that could reasonably be expected to affect the Group's prospects, stakeholders and influence decisions made by primary users of general-purpose financial reports such as the shareholders, lenders and other creditors in general.



The SMC and SWC members undertaking the Materiality Reassessment in FY2025.

SUSTAINABILITY STATEMENT (CONT'D)

The Group's materiality assessment includes identifying sustainability-related risks and opportunities at the end of the 2025 reporting period. There were changes to GDB's group structure in the reporting period. Any events or changes that occurred during the period (for example, acquisitions or divestments of subsidiaries) were considered as part of the materiality determination process. (refer to page 5 of this annual report: Corporate Structure which sets out how the Group's entities, assets and operations have been included in the reporting boundary for sustainability reporting.)

Understanding the Group's operations, resources and relationships

Understanding the context in which the Group operates was the first step of the process. We considered our business activities, including products and services provided as well as the geographical, legal and regulatory landscape of our operations. The Group also considered the resources that we depend on and the relationships that we have along our value chain including key locations, regulations, key resources, transportation and logistics.

A high-level overview of the context considered as part of this assessment is summarised below:

Key locations:

The Group operates primarily in Malaysia and sources the majority of our raw materials locally. Wherever practicable, suppliers are located in close proximity to our construction projects and facilities, supporting operational efficiency and reduced transportation requirements. Where materials, machinery, equipment or specialised services are not available locally, the Group sources these products and services from overseas.

Regulations:

Due to the nature of the construction industry and the high level of scrutiny from regulators and stakeholders, the Group is required to comply with stringent regulatory requirements imposed by both local and international authorities. In Malaysia, this includes compliance with laws and regulations governing construction activities, occupational safety and health, environmental protection, quality standards and project approvals. The Group is required to obtain and maintain mandatory registrations and certifications applicable to the construction sector, including registration with the Construction Industry Development Board ("CIDB") Malaysia. Where applicable, the Group is also required to conduct Environmental Impact Assessments ("EIA") and obtain the necessary approvals from the Department of Environment ("DOE") prior to project commencement. Compliance with occupational safety and health and environmental regulations is essential to maintaining the Group's licence to operate.

Key resources:

The Group depends on several resources, which includes the following:

- raw materials into the construction process, including cement, steel, asphalt and concrete
- plant and equipment suppliers, such as tower cranes and construction vehicles
- funding from bank loans and other sources of financing to fund the Group's operations
- own employees and employees of subcontractors
- subcontracting of construction works
- key talent and employees, including construction workers that are mainly migrant worker

Transportation and logistics:

The Group sources our construction materials through local building materials distributors who then deliver the procured materials directly to the construction sites. These suppliers engage with third party logistics providers and make use of a variety of transportation methods – including shipping by sea, road, rail and air - for the transportation of raw materials and heavy equipment to the sites.

SUSTAINABILITY STATEMENT (CONT'D)

Materiality Assessment Stages

| Stage | Description |
|---|--|
| 1. Identification of Sustainability-related Risks & Opportunities | Identify a broad set of sustainability-related impacts, risks and opportunities relevant to our business and value chain, informed by past assessments, industry trends, regulatory developments and global frameworks (including IFRS S1 and S2). |
| 2. Benchmarking and Operating Environment Review | Benchmark against industry peers, sector practices and global sustainability reporting standards to ensure relevance, comparability and alignment with emerging expectations. |
| 3. Internal Assessment of Impacts, Risks and Opportunities | Evaluate each topic for its potential financial effects, operational implications and long-term relevance, taking into account likelihood, magnitude and time horizon of impacts. |
| 4. Consolidation, Regrouping and Refinement | Streamline and refine material matters by consolidating overlapping topics, updating terminology and aligning categories with IFRS S1 and leading industry practices. |
| 5. Stakeholder Relevance Review | Assess alignment with the interests and expectations of key stakeholders, including employees, Board of Directors, customers, business partners, investors, communities and regulators. |
| 6. Validation and Prioritisation | Prioritise material matters based on their significance to enterprise value, strategy and resilience, ensuring clarity and completeness in accordance with IFRS S1. |
| 7. Board Review and Approval | Present the refined material matters to the Board of Directors for formal review and approval, ensuring strong governance oversight. |

Materiality Matters Prioritisation

The materiality process was performed by the executive-level Sustainability Management Committee with input from other management personnel in the Group as well as external advisors. The revised set of material matters was reviewed, validated and formally approved by GDB's Board of Directors.

As part of this review, we benchmarked our approach against industry peers and assessed the alignment of our material matters with evolving sustainability standards. Although the total number of material matters remains unchanged at 11, several refinements were made to improve clarity and relevance.

The material matter *Profitability* has been updated to *Business Performance* to better reflect the broader sustainability-related financial considerations under IFRS S1. The material matters *Pollution* and *Energy Consumption* have been consolidated under *Climate Change and Energy Management*, while *Effluent and Waste Management* and *Water Management* have been grouped into a single matter, *Water and Waste Management*. In addition, *Product Quality* has been incorporated into *Customer Satisfaction* to reflect how quality influences overall customer experience and expectations.

We also identified three new material matters — *Supply Chain*, *Resource Management* and *Human Capital Development* — reflecting areas of increasing relevance to our value chain and long-term competitiveness. The revised set of material matters was reviewed and formally approved by GDB's Board of Directors.

SUSTAINABILITY STATEMENT (CONT'D)

Material Matters Reassessment Summary

The table below summarises the changes to GDB's material matters following the 2025 reassessment exercise, highlighting how topics were refined, consolidated or newly identified to align with industry practices and IFRS S1.

| Before Reassessment | After Reassessment | Nature of Change | Rationale |
|-----------------------------|------------------------------------|------------------|--|
| Profitability | Business Performance | Renamed | Reflects a broader view of sustainability-related financial performance and long-term value creation in line with IFRS S1. |
| Pollution | Climate Change & Energy Management | Consolidated | Aligns pollution-related impacts with climate and energy considerations under global sustainability frameworks. |
| Energy Consumption | Climate Change & Energy Management | Consolidated | Improves coherence of climate- and energy-related disclosures. |
| Effluent & Waste Management | Water & Waste Management | Consolidated | Integrates related environmental impacts for clearer management and reporting. |
| Water Management | Water & Waste Management | Consolidated | Streamlines water-related topics in line with industry practice. |
| Product Quality | Customer Satisfaction | Consolidated | Reflects customer experience more holistically beyond product-level quality. |
| - | Supply Chain | New | Addresses growing value chain dependencies, risks and opportunities. |
| - | Resource Management | New | Highlights efficient use of materials and resources across operations. |
| - | Human Capital Development | New | Recognises workforce capability, development and retention as key to long-term resilience. |

This reassessment did not change the total number of material matters, which remains at eleven, and was formally reviewed and approved by GDB's Board of Directors.



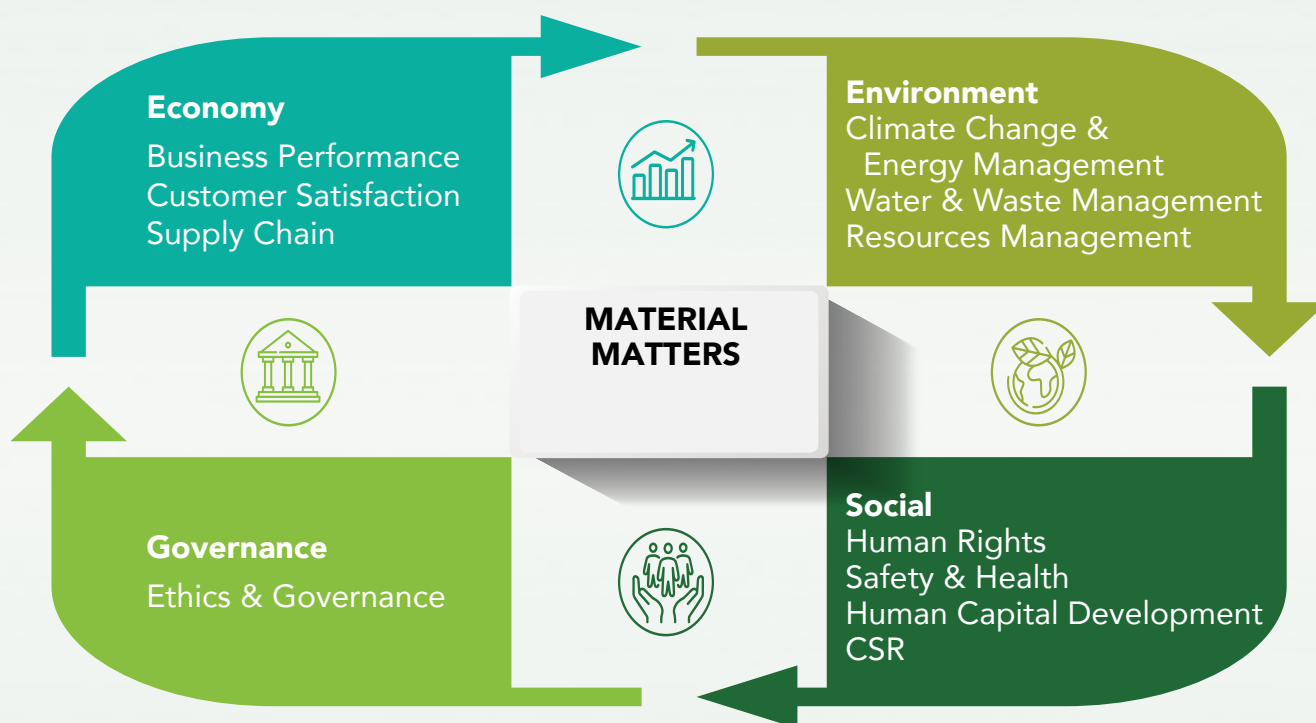
SUSTAINABILITY STATEMENT (CONT'D)

Materiality Matters

Following the FY2025 materiality reassessment, GDB identified key sustainability matters that have the most significant impact on the Group's operations and long-term value creation, as well as those that are of greatest importance to stakeholders.

These material matters reflect the Group's priorities in managing economic, environmental, social and governance risks and opportunities across our construction activities. The identified matters guide the Group's sustainability strategy, risk management processes and reporting focus, ensuring that resources and management attention are directed towards areas that are most relevant to the Group and our stakeholders.

The Group's material matters are categorised under four sustainability pillars, namely Economic, Environmental, Social and Governance, as illustrated in the diagram above. Their relative significance to the Group and our stakeholders is further presented in the Materiality Matrix below.

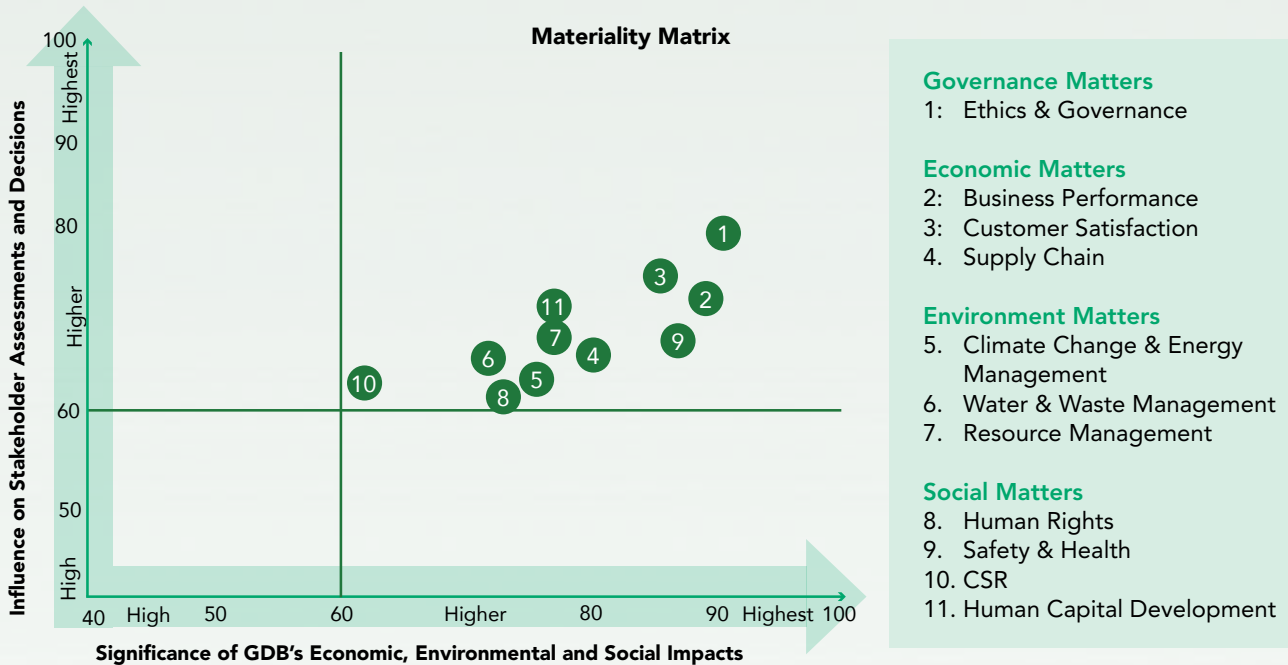


Materiality Matrix

The revised material matters set out above forms the basis for our materiality prioritisation in FY2025. These matters were subsequently assessed and ranked based on their significance to GDB's business and their relevance to stakeholders, resulting in the materiality matrix presented below. The matrix illustrates the relative importance of each material matter and guides the focus of our sustainability-related disclosures in this Statement.

The Materiality Matrix illustrates the relative significance of each identified material matter based on its impact on the Group's economic, environmental and social performance, as well as its influence on stakeholder assessments and decisions. Matters positioned towards the upper-right quadrant represent areas of higher priority, reflecting both strong stakeholder interest and greater relevance to GDB's long-term business sustainability. These priority matters guide the Group's sustainability strategy, risk management approach and disclosure focus, ensuring that management attention and resources are directed towards the most significant sustainability-related risks and opportunities.

SUSTAINABILITY STATEMENT (CONT'D)



Stakeholder Engagement

As part of the materiality assessment process, the Group considered the perspective of external stakeholders to obtain an external perspective on whether there were any additional risks and opportunities – beyond those identified by the Group – that could reasonably be expected to affect the Group’s prospects. There were no additional risks or opportunities identified from the perspective of these stakeholders that has not been included in this report.

GDB engages with a broad range of stakeholders who either influence our business or are affected by our activities. These include shareholders, the Board of Directors, financial institutions, investors, government agencies, regulators, customers, employees, local communities, suppliers, contractors and the media. Stakeholders are identified and prioritised based on their level of influence over the Group’s operations and their dependence on our activities and performance.

We maintain structured and transparent engagement practices to ensure that stakeholder perspectives meaningfully inform our understanding of SROs. Through both formal engagement mechanisms and ongoing informal interactions, we seek to understand evolving expectations, gather insights on emerging issues, and assess the relevance of sustainability matters across our value chain.





This continuous engagement process strengthens the quality of our sustainability-related disclosures and supports informed decision-making, ensuring that the Group remains responsive, accountable and aligned with the needs of those who place their trust in us.

SUSTAINABILITY STATEMENT (CONT'D)

Stakeholder Engagement Overview

| STAKEHOLDER GROUP | KEY INTERESTS AND EXPECTATIONS | ENGAGEMENT CHANNELS | FREQUENCY |
|---|--|--|------------------------------|
| Shareholders, Investors  | <ul style="list-style-type: none"> Financial Performance & Long Term Value Creation Risk Management Sustainability Strategy Transparent and Timely Communications Ethics and Governance | <ul style="list-style-type: none"> Annual General Meeting and Extraordinary General Meeting Timely Financial Disclosure and Regulatory Filings Timely Media Releases and Website Updates on Corporate Developments Good Corporate Governance and Compliance Structure Sustainability Disclosures | Regular / Quarterly / Annual |
| Customers  | <ul style="list-style-type: none"> Quality and Reliability Safety Timely Project Delivery Sustainability Performance Innovation | <ul style="list-style-type: none"> ISO 9001 and ISO 45001 Certification, Compliance Audit Standardisation and Continuous Improvements Customer / Client Project Feedback Surveys | Regular / Project Based |
| Board of Directors  | <ul style="list-style-type: none"> Strategic Direction Governance Oversight Sustainability Performance Risk and Opportunity Management | <ul style="list-style-type: none"> Board Meetings Committee Meetings Reports and Dashboards | Regular |
| Employees  | <ul style="list-style-type: none"> Benefits & Remuneration Career Progression Communication Safety and Health Training & Development | <ul style="list-style-type: none"> Salary and benefits Benchmarking and Performance Reviews Incentive Programme Training & Succession Planning Policy Updates and Communications ISO 45001 Certifications, Compliance Audit Quality, Environmental, Safety and Health Management System ("QESHMS") | Regular |
| Contractors / Suppliers / Consultants  | <ul style="list-style-type: none"> Safety and Health Timely Payment Ethics and Governance Fair Procurement Long Term Collaboration | <ul style="list-style-type: none"> ISO 45001 Certification, Compliance Audit QESHMS Fair and Transparent Payment and Procurement Processes Supplier Evaluations Meetings Audits | Regular / As Required |

SUSTAINABILITY STATEMENT (CONT'D)

| STAKEHOLDER GROUP | KEY INTERESTS AND EXPECTATIONS | ENGAGEMENT CHANNELS | FREQUENCY |
|---|--|---|------------------------|
| Authorities / Regulators / Certification Bodies  | <ul style="list-style-type: none"> Regulatory and Statutory Compliance Safety and Environmental Management Adherence to reporting framework | <ul style="list-style-type: none"> Timely Renewal of Permits and Licenses Enhancement of Policy and Procedures for Regulatory and Statutory Compliance Zero Non-compliance Targets Internal Audit Reports Formal Reporting Industry Dialogues | Periodic / As Required |
| Analysts / Media / Investors Relations  | <ul style="list-style-type: none"> Quality Information and Feedback Transparent and Timely Communications Corporate Updates Sustainability Achievements | <ul style="list-style-type: none"> Press & Investor Conferences and Media Appearances Timely Media Releases and Website Updates on Corporate Developments Provision of Sufficient and Accurate Information Respond to Surveys | As required |
| Financial Institutions  | <ul style="list-style-type: none"> Credit Worthiness Economic Performance and Profitability Business Strategies Ethics and Governance Compliance Sustainability Risk Exposure | <ul style="list-style-type: none"> Meetings and Conferences Annual Assessments Good Corporate Governance and Compliance Structure Meetings Sustainability Reporting Site Visits | Periodic / As Required |
| Community  | <ul style="list-style-type: none"> Environmental Impact of Construction Activities Safety and Health Human Rights Contributions to the Local Community Job Creation Responsible Business Conduct | <ul style="list-style-type: none"> Environmental Protection Measures ISO 14001 and ISO 45001 Certifications, Compliance Audit Local Sourcing and Hiring CSR Initiatives Community Dialogues Partnerships | Periodic / As Required |

Risk Management

Managing risk is fundamental to the Group's success in achieving our strategy, remaining profitable and creating value for all stakeholders. The impacts arising from GDB's material sustainability-related matters may give rise to significant risks and opportunities for the Group. GDB adopts a structured approach to identifying, assessing and managing these impacts, including climate-related risks, through an enterprise risk management framework embedded within our corporate governance structure.

Governance and Oversight

The Risk Management Committee provides oversight, direction and guidance over the Group's risk management framework, processes and supporting systems. The RMC is responsible for reviewing and assessing the adequacy of policies, controls and mitigation measures to ensure that sustainability-related risks, including ESG risks, are appropriately identified, measured and managed across the Group's operations.

SUSTAINABILITY STATEMENT (CONT'D)

Operational Excellence

In addition, the Group has implemented a Quality, Environment, Safety and Health Management System ("QESHMS") to support effective risk management at the operational level. The QESHMS promotes consistent standards for quality assurance, environmental protection and occupational safety and health, and serves as a key control mechanism in mitigating sustainability-related risks within our business activities.

Identification and Assessment of Sustainability-Related Risks and Opportunities

The risk assessment process incorporates both qualitative and quantitative factors, and considers the nature, likelihood and magnitude of potential risks.

The Group considered other internal and external sources of information to identify whether there were any additional risks and opportunities. The sources consulted included the following, but were not limited to:

- existing risk management and due diligence processes performed by the Group, including the Group's Enterprise Risk Management ("ERM") framework.
- educational materials issued by the IFRS Foundation related to IFRS S1 and IFRS S2
- disclosure topics in the SASB Standards for the Engineering and Construction Services sector
- SROs identified by peers that operate within the same industries as the Group
- engagement with the following stakeholders: employees (direct and indirect employees, including migrant estate workers), lenders and analysts

Where needed, the Group also consulted with an independent sustainability advisor and third-party experts as part of this process.

Assess whether the risks and opportunities could reasonably be expected to affect the Group's prospects

In this sustainability statement, the Group disclosed the SROs that could reasonably be expected to affect the stakeholders and Group's cash flows, access to finance or cost of capital (that is expected to affect the Group's prospects). In making this assessment, the Group considered a combination of:

- the likelihood of the event occurring, and
- the magnitude of the impact on the Group's financial prospects if the event did occur.

For risks and opportunities related to uncertain future events, the Group considered a range of possible outcomes and assigned a likelihood to each. Where there had been past incidents of an event, a higher likelihood was assigned to a similar event occurring in the future.

The assessment results were plotted in a matrix to identify risks and opportunities that could reasonably be expected to affect the Group's prospects. No definitive thresholds were applied, but typically, those with a higher likelihood and/or magnitude are disclosed.

During FY2025, climate-related risks were assessed as part of the Group's broader sustainability-related risk assessment in accordance with IFRS S1, while the Group continues its transition towards more detailed climate-related disclosures under IFRS S2.

SUSTAINABILITY STATEMENT (CONT'D)

The table below summarises the key sustainability-related risks and opportunities identified in relation to the Group's material matters.

| Material Matter | Sustainability-Related Risks | Opportunities | Management / Mitigation Approach |
|------------------------------------|--|--|---|
| Ethics & Governance | <p>Non-compliance with governance requirements, including regulatory obligations and corporate governance standards, may result in penalties, reputational damage or regulatory action.</p> <p>Cybersecurity incidents, including leakage of confidential information or loss of company data, may disrupt operations and compromise business integrity.</p> | <p>Strong governance practices enhance transparency, strengthen investor confidence and reinforce the Group's reputation as a trustworthy organisation.</p> | <p>Strengthen corporate governance practices, monitor regulatory developments and conduct compliance training for employees.</p> <p>Implement cybersecurity safeguards including access controls, password management, firewall filtering, anti-virus protection, patch management, device security and email security protocols.</p> |
| Business Performance | <p>Poor financial performance may threaten business continuity and result in loss of investment opportunities.</p> <p>Shortage of skilled labour at construction sites may delay project completion and potentially lead to liquidated ascertained damages ("LAD").</p> | <p>Strengthening the Group's brand, financial position and business development strategy attracts investors and improves financial returns.</p> <p>Adoption of new construction methodologies and technologies may reduce dependency on manpower</p> | <p>Monitor financial performance and strengthen business development strategies.</p> <p>Increase subcontractor capacity, encourage workforce expansion and leverage modern construction technologies to improve operational efficiency.</p> |
| Customer Satisfaction | <p>Failure to deliver projects that meet contractual specifications or quality expectations may result in loss of customer confidence, reputational damage and reduced business opportunities.</p> | <p>Delivering high-quality construction projects strengthens customer relationships and enhances the Group's reputation, supporting long-term business growth.</p> | <p>Conduct continuous quality assessments through the QA/QC team. Implement QESH policy standards for project quality, including achieving targeted BuildQAS and QCLASSIC scores where applicable. Conduct customer surveys at key project milestones to obtain feedback.</p> |
| Supply Chain | <p>Underperformance of subcontractors or suppliers may affect project timelines, quality and cost efficiency.</p> | <p>Strengthening contractor capabilities through regular evaluation improves project performance and supply chain reliability.</p> | <p>Conduct yearly performance evaluations of subcontractors and suppliers and maintain continuous engagement with key supply chain partners.</p> |
| Climate Change & Energy Management | <p>Inefficient machinery and ineffective energy management may increase energy consumption and operational costs.</p> | <p>Adoption of energy-efficient technologies and low-carbon practices improves operational efficiency and reduces environmental impact.</p> | <p>Deploy energy-efficient technologies and adopt low-carbon construction practices where feasible.</p> |

SUSTAINABILITY STATEMENT (CONT'D)

| Material Matter | Sustainability-Related Risks | Opportunities | Management / Mitigation Approach |
|---------------------------------------|---|---|---|
| Water & Waste Management | Poor management of water, effluents and construction waste may increase operational costs and expose the Group to environmental compliance risks. | Effective waste and water management practices can reduce operational costs and improve environmental performance. | Implement environmental monitoring and control measures to manage waste, effluents and water consumption in accordance with regulatory requirements. |
| Resource Management | Volatility in prices of major construction materials and inefficient resource utilisation may increase project costs and affect profitability. | Responsible resource management and efficient material utilisation improve operational efficiency and reduce project costs. | Monitor market trends and pricing of key materials, maintain close engagement with suppliers and diversify sourcing to mitigate supply risks. |
| Human Rights | Non-compliance with the Workers' Minimum Standards of Housing and Amenities (Amendment) Act 2019 or issues relating to foreign worker permits may expose the Group to legal and reputational risks. | Responsible labour practices strengthen the Group's reputation as a responsible employer and improve workforce wellbeing. | Implement monitoring and audit systems to ensure compliance with labour regulations and protect the rights of foreign workers employed directly or indirectly by the Group. |
| Safety & Health | Workplace accidents or fatalities may result in compensation claims, regulatory investigations and project disruptions. | Strong safety management practices improve SHASSIC ratings, enhance employee wellbeing and strengthen the Group's reputation among clients. | Implement strict Environmental, Safety and Health ("ESH") monitoring controls and maintain workplace safety practices across project sites. |
| Corporate Social Responsibility (CSR) | Business activities that negatively impact surrounding communities may affect the Group's social licence to operate and damage corporate reputation. | Community engagement initiatives strengthen stakeholder relationships and enhance the Group's corporate reputation. | Conduct CSR initiatives, prioritise local sourcing and hiring, and maintain engagement with surrounding communities. |
| Human Capital Development | High employee turnover and dependency on key personnel may affect organisational stability and operational continuity. | Investment in employee training and development improves workforce capability and supports long-term organisational growth. | Provide competitive remuneration, talent development programmes and employee benefits to attract and retain skilled employees. |

Monitoring of sustainability-related risks and opportunities

The Group monitors SROs through a structured performance management approach. Each identified SRO is tracked using specific metrics and targets assigned to responsible managers (refer to targets and performance scorecard in the table on page 49) Progress against these metrics and targets is reported regularly to the SMC and subsequently escalated to the BSC to ensure that SROs are effectively monitored and managed.

SUSTAINABILITY STATEMENT (CONT'D)

Processes, controls and policies to manage SROs
















The processes used to identify, assess, prioritise and monitor sustainability-related risks and opportunities form part of the Group's overall Enterprise Risk Management framework. For high-risk areas, the Group has implemented specific monitoring processes and controls, including the following:

- Executive oversight and governance: The Group's SROs governance structure ensures accountability at both the executive and site level. The Group's RMC reviews SROs performance quarterly.
- Site-level monitoring: Each construction site is staffed with a full-time Safety and Health Officer ("SHO") responsible for conducting daily inspections, enforcing compliance with safety procedures and leading incident response efforts. All safety incidents, regardless of severity, are subject to root cause investigation, with findings shared across project teams to facilitate organisational learning and continuous improvement. This structured feedback mechanism strengthens risk mitigation and supports safer project execution.

The Group does not currently use scenario analysis to inform its identification of the qualitative nature of sustainability-related risks and opportunities. Instead, the assessment relies primarily on qualitative thresholds as part of the Group's broader risk management process. No changes to this process were made during the current reporting period.

Sustainability Targets & Performance Scorecard

KEY HIGHLIGHTS FY2025

| ECONOMIC & GOVERNANCE | SUSTAINABILITY | SOCIAL & HUMAN RIGHTS |
|---|---|---|
|  99.77% PROCUREMENT SPEND ON LOCAL VENDORS |  INCLUSION IN FTSE4Good Bursa Malaysia Index FTSE4Good Bursa Malaysia Shariah Index |  ZERO HUMAN RIGHTS VIOLATIONS |
|  87.6% CUSTOMER SATISFACTION SCORE |  65.63% OF TOTAL WASTE RECYCLED |  ZERO WORKPLACE FATALITIES |
|  ZERO BRIBERY & CORRUPTION INCIDENTS |  ZERO ENVIRONMENTAL NON-COMPLIANCE |  2,533 TRAINING HOURS DELIVERED |
|  ZERO CUSTOMER DATA BREACHES |  EXPENDED REPORTING OF GHG EMISSIONS SCOPE 3 |  32.8% NEW HIRE RATE |
|  100% OF EMPLOYEES TRAINED ON ANTI-CORRUPTION | |  28.1% TURNOVER RATE |
|  ZERO REGULATORY NON-COMPLIANCE | | |

In FY2025, we continued to deliver a balanced performance across our economic, environmental and social priorities, guided by strong governance and responsible business practices. We maintained **zero incidents of bribery and corruption, customer data breaches and regulatory non-compliance**, while ensuring full employee participation in anti-corruption training. We also sustained our support for the local economy, with **99.77% of procurement spend directed to local vendors**, alongside achieving a **customer satisfaction score of 87.6%**.

SUSTAINABILITY STATEMENT (CONT'D)

We strengthened our environmental performance by recycling **65.63% of total waste generated** and maintaining zero **environmental non-compliances**, while enhancing our climate disclosures through the inclusion of **Scope 3 greenhouse gas emissions**. At the same time, we upheld a safe and responsible workplace, recording **zero human rights violations and zero workplace fatalities**, and continued to invest in our people through **2,533 training hours**. These efforts support the development of a resilient workforce, reflected in a **32.8% new hire rate** and a **28.1% turnover rate**, as we position the Group for sustainable long-term growth.

| Sustainability Focus Area | Sustainability Matters | Annual Targets | FY2025 | FY2024 | FY2023 |
|---------------------------|-------------------------|---|--------|--------|--------|
| Governance | Ethics & Governance | Achieve 100% Anti-Bribery & Corruption training attendance for employees. | 100% | 100% | 100% |
| Economic | Supply Chain Management | Achieve Proportion of spending on local suppliers > 95% | 99.77% | 99.98% | 99.90% |
| | Customer Satisfaction | Achieve Customer Satisfaction score of > 85% | 87.6% | 87.6%* | 87.00% |
| Environmental | Waste Management | Achieve Waste Recycled vs generated > 25% | 65.63% | 60.56% | 26.95% |
| Social | Safety and Health | Maintain zero fatal accidents at work site | 0 | 1 | 0 |
| | Safety and Health | Achieve Lost Time Injury Rate < 0.55 | 0 | 0 | 0 |

*Note: The Customer Satisfaction score for FY2024 was previously reported as 95.4% in the FY2024 Sustainability Statement. This has since been corrected to 87.6% to reflect the actual verified result.

Sustainability Material Topics

Ethics & Governance



Strong ethical standards and sound governance are fundamental to GDB's ability to manage sustainability-related risks, uphold accountability and support long-term value creation. The Group's governance framework is designed to promote integrity, transparency and responsible decision-making across all levels of the organisation, ensuring that sustainability considerations are embedded into oversight, strategy and daily operations in line with IFRS S1 requirements.

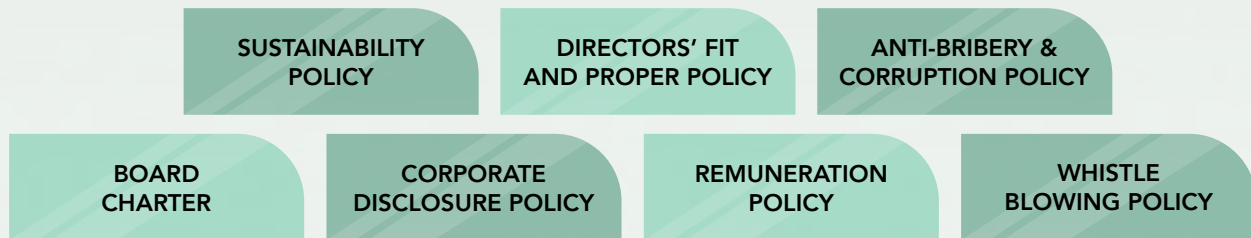
| Material Matters | Related UNSDGs |
|---------------------|---|
| Ethics & Governance | <p>SDG 16: Promoting peaceful and inclusive societies, providing access to justice for all and building effective, accountable, and inclusive institutions at all levels.</p> <p>SDG17: Strengthening partnerships to achieve sustainable development through responsible collaboration and stakeholder engagement.</p> |

Aligned with SDG 16 and SDG 17 of the United Nations Sustainable Development Goals ("UN SDGs"), GDB is committed to fostering ethical institutions and strengthening partnerships that support sustainable development. In line with SDG 16, the Group promotes integrity, accountability and transparent governance practices, while SDG 17 underscores the importance of collaboration with stakeholders, business partners and the broader community to achieve sustainable outcomes.

Through these governance practices, the Group seeks to foster ethical leadership, responsible business conduct and meaningful stakeholder engagement. By embedding these principles into our corporate culture and working collaboratively with our stakeholders, GDB aims to strengthen trust, manage sustainability-related risks effectively and contribute to long-term sustainable value creation.

SUSTAINABILITY STATEMENT (CONT'D)

Oversight and Accountability



Our governance policies and procedures establish the mandatory standards of conduct across the Group. These policies promote accountability, transparency and responsible decision-making, while defining the roles and responsibilities of the Board and Management in overseeing the Group's operations and sustainability-related matters. By maintaining a clear line of oversight from the Board to the operational level, the Group ensures that sustainability considerations are embedded across our governance, strategy and day-to-day business activities.

Dynamic Policy Management

To remain responsive to an evolving business and regulatory landscape, the Group's policies are subject to periodic review and updates. This process ensures that the Group's governance framework remains aligned with:

- **Evolving Legal and Regulatory Requirements:** Adherence to applicable Malaysian laws, regulations and relevant international standards.
- **Emerging Sustainability Challenges:** Addressing evolving sustainability considerations, including climate-related risks, responsible supply chain practices and ethical business conduct.
- **Industry Best Practices:** Benchmarking governance and sustainability practices against recognised industry standards and peer organisations.

Integration into Operational Procedures

These governance policies serve as the foundation for the Group's operational practices and internal controls, supporting the effective management of SROs across our operations. The policies guide:

- **Operational Procedures:** Standardising responsible and sustainable practices across all construction project sites.
- **Due Diligence Practices:** Supporting the identification and management of economic, environmental and social ("EES") risks during procurement and project selection processes.
- **Sustainability Targets:** Providing a benchmark for monitoring sustainability-related performance against established targets and long-term objectives.

Further details on the Group's governance policies and frameworks are available on the Company's Corporate Governance portal at <https://www.gdbhb.com.my/investor-relations/corporate-governance/>

Transparency and Disclosure Governance

GDB recognises that transparent, timely and accurate disclosure is a fundamental component of strong corporate governance and supports effective oversight of SROs and ensures that sustainability-related information is disclosed in a transparent and decision-useful manner. The Group's Corporate Disclosure Policy establishes a structured framework to ensure that material information relating to the Group's business, operations, financial performance and sustainability-related matters is communicated in a consistent, transparent and compliant manner.

SUSTAINABILITY STATEMENT (CONT'D)

The Board of Directors retains overall responsibility for the Group's disclosure practices and has delegated the implementation of the Corporate Disclosure Policy to a Disclosure Committee led by the Group Managing Director and supported by senior management. This structure provides appropriate oversight, accountability and control over the Group's disclosure processes.

The Disclosure Committee is responsible for assessing the materiality, accuracy and timing of disclosures in accordance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. Communication with regulators, investors, analysts and the media is restricted to authorised spokespersons to ensure consistency of messaging and to prevent selective disclosure.

The Group has also established controls for managing confidential and price-sensitive information, including access restrictions, disclosure escalation procedures and insider trading safeguards during closed periods. These measures support ethical conduct, protect market integrity and ensure that stakeholders are able to make informed decisions based on reliable information.

CORPORATE DISCLOSURE POLICY

The policy covers:

- Application of the Policy
- Composition of the Disclosure Committee
- Designated Spokespersons
- Material Information
- Responsibilities and Procedures for Disclosure of Material Information
- Dealings with Analysts, Investors and the Media

For a full copy of the policy, please follow this link: <https://www.gdbhb.com.my/wp-content/uploads/2023/07/GDBHB-Corporate-Disclosure-Policy-24-May-2023.pdf>

ANTI-BRIBERY AND CORRUPTION POLICY

The Policy applies to all directors, employees and business associates of GDB.

The policy covers:

- Gifts, Entertainment, Travel, Donation and Sponsorship
- Facilitation payments
- Dealings Business Associates
- Responsibilities of Directors and Employees
- Conflict of Interests
- Staff Declarations
- Anti-bribery and Anti-Corruption Compliance
- Training and Awareness
- Reporting of Policy Violations
- Audit & Compliance
- Sanctions for Non-compliance

Anti-Bribery and Corruption

GDB is committed to upholding the highest standards of integrity, transparency and ethical conduct across all our operations. Strong anti-bribery and corruption practices form a core component of the Group's governance framework, supporting responsible decision-making and the effective management of SROs in line with IFRS S1.

The Group adopts a **zero-tolerance approach** towards all forms of bribery and corruption, including extortion, collusion, abuse of power and other improper conduct. This commitment is formalised through GDB's Anti-Bribery and Corruption ("ABC") Policy, which is designed to prevent, detect and address bribery and corruption risks across the Group's activities and business relationships. The Policy is aligned with applicable laws and regulations, including the Malaysian Anti-Corruption Commission Act 2009 and its 2018 amendments.

The Policy applies to all directors, employees and business associates of the Group and is implemented in conjunction with the Group's Code of Ethics and Conduct and Whistle blowing Policy. Oversight of anti-bribery and corruption matters is embedded within the Group's governance and risk management structures.

The Group conducts regular risk assessments, due diligence on exposed positions and business associates, and requires relevant declarations from employees and business partners. Training programmes and established reporting channels further support employees in identifying and reporting integrity-related concerns. These measures enable the Group to proactively manage corruption risks, promote ethical conduct and support the Board and Management in safeguarding long-term value creation.

The Anti-Bribery and Corruption Policy is available on the Company's website at: https://www.gdbhb.com.my/wp-content/uploads/2020/06/2.-Anti-Bribery-Corruption-Policy-Final_Revised.pdf

SUSTAINABILITY STATEMENT (CONT'D)

Ethical Conduct and Fair Business Practices

Ethical conduct and integrity are fundamental to GDB's business operations and governance framework. The Group is committed to conducting all business activities in a fair, responsible and transparent manner, in compliance with applicable laws and ethical standards. These principles support the effective management of SROs and help maintain the trust and confidence of our stakeholders.

To support this commitment, GDB has established organisation-wide policies and procedures that prohibit all forms of unethical or unfair business practices. The Group's procurement and purchasing processes are designed to promote transparency, impartiality and accountability when engaging with suppliers, ensuring that sourcing decisions are made based on objective and ethical considerations.

In addition, all suppliers are expected to comply with GDB's Code of Ethics and Conduct and Anti-Bribery and Corruption Policy. These policies are communicated to suppliers, who are required to acknowledge their understanding and commit to upholding the standards set out therein. This approach reinforces ethical behaviour across the Group's value chain, supports responsible supply chain management, and strengthens governance, risk management and responsible business practices.

Due Diligence and Monitoring Framework

The Group integrates structured due diligence practices into our supply chain management to identify, monitor and mitigate sustainability-related risks. We define our Business Associates broadly to include clients, vendors, contractors, sub-contractors, consultants, agents, joint-venture partners and investors. By embedding ethical and governance requirements into our onboarding processes, the Group seeks to ensure that all business partners align with GDB's zero-tolerance stance on bribery and corruption, thereby safeguarding the integrity of our value chain.

This due diligence framework is supported by structured procedures designed to assess integrity risks, strengthen compliance and promote responsible business conduct across the Group's business relationships.

The table below outlines the key procedural steps implemented by GDB to ensure that our Business Associates adhere to the Group's ethical standards.

| Phase | Procedural Requirement and Disclosure |
|--------------------------|---|
| Pre-Engagement Screening | Prospective Business Associates undergo a thorough due diligence to ensure they are not likely to commit acts of bribery or corruption in the course of their work with the Group. |
| Contractual Integrity | Standardised clauses are included in all contracts, enabling GDB to terminate any agreement if an act of bribery or corruption is proven beyond a reasonable doubt. |
| Risk-Based Oversight | The Risk Management Department performs regular risk assessments to identify specific areas or positions within the Group's operations and partnerships that may be vulnerable to bribery. |
| Continuous Compliance | Regular audits, which may be conducted internally or by appointed external parties, are performed to ensure the group's ABC policies and procedures are adhered to mitigate corruption-related risks. |
| Strategic Realignment | In instances where suspicions of bribery or corruption arise, GDB is committed to seeking alternative providers for goods or services to maintain our corporate governance standards. |

This due diligence framework is supported by oversight from the Board of Directors and forms part of the Group's broader governance and risk management processes. Business Associates are also encouraged to report any suspected improper conduct through the Group's established whistle blowing channels, enabling concerns to be raised and addressed in a timely and transparent manner.

SUSTAINABILITY STATEMENT (CONT'D)

Evaluation of Bribery and Corruption Risks

GDB continues to uphold our commitment to ethical conduct and a zero-tolerance approach towards bribery and corruption. In FY2025, the Group recorded **zero incidents of bribery or corruption, and no penalties, sanctions or regulatory actions relating to ethics and governance were imposed**. This outcome reflects the effectiveness of GDB's governance framework, internal controls and policies, including the ABC Policy, which establishes clear standards and preventive measures to mitigate corruption-related risks.

The Group also adopts a prudent and risk-based approach when assessing project opportunities and business engagements. **As part of our risk management practices, GDB avoids undertaking projects in jurisdictions that rank among the lowest in Transparency International's Corruption Perceptions Index ("CPI"). As at FY2025, the Group had no active projects and no order book exposure in countries ranked within the 20 lowest CPI positions.** The Group's projects are predominantly located in Malaysia, which reduces exposure to higher-risk operating environments.

From a financial and legal perspective, **the Group recorded zero monetary losses arising from legal proceedings related to bribery, corruption or anti-competitive practices during FY2025.** This performance demonstrates the effectiveness of the Group's governance framework, risk management practices and ethical business culture in managing integrity-related sustainability risks.



PERCENTAGE OF OPERATION ASSESSED & CONFIRMED CASES OF CORRUPTION

| | FY2025 | FY2024 | FY2023 |
|---|--------|--------|--------|
| Total number of operations | 19 | 19 | 19 |
| Total Number of Operation assessed for corruption-related risks | 19 | 19 | 19 |
| Percentage of operation assessed for corruption-related risks | 100% | 100% | 100% |
| Confirmed incidents of corruption | 0 | 0 | 0 |
| Number of action(s) taken | 0 | 0 | 0 |

| Period | Number of Active Projects and Backlog in Countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index ("CPI") | |
|--------|---|-------------------|
| | Number of Active Projects | Amount of Backlog |
| FY2025 | 0 | 0 |
| FY2024 | 0 | 0 |

| Period | Total Amount of Monetary Losses as a result of legal proceedings associated with charges of Bribery or Corruption and Anti-Competitive Practices | |
|--------|--|---------------------------------|
| | Bribery or Corruptions (RM) | Anti-Competitive Practices (RM) |
| FY2025 | 0 | 0 |
| FY2024 | 0 | 0 |

SUSTAINABILITY STATEMENT (CONT'D)

Anti-Bribery and Corruption Training and Awareness

Continuous awareness and training are essential in fostering a strong culture of integrity and ensuring that employees understand their responsibilities in preventing bribery and corruption. To support the effective implementation of the Group's ABC Policy, regular training and awareness programmes are conducted across all levels of the organisation.

These programmes cover key topics such as recognising bribery and corruption risks, managing gifts and hospitality, handling conflicts of interest, and understanding the appropriate reporting channels for suspected misconduct. The training aims to equip employees with the knowledge and practical guidance necessary to identify, prevent and report integrity-related risks in the course of their work.

In FY2025, **100% of employees across all categories** including senior management, middle management, executives and technical personnel received anti-corruption training. This full participation reflects the Group's commitment to strengthening integrity awareness and ensuring that employees are equipped to uphold ethical standards in their roles.

Consistent **100% training coverage over the past three financial years** further demonstrates sustained efforts to reinforce a zero-tolerance approach towards bribery and corruption across the organisation.

Details of employee participation in anti-corruption training are presented in the table below.

| PERCENTAGE OF EMPLOYEES WHO HAVE RECEIVED TRAINING ON ANTI-CORRUPTION | | | | |
|---|--------------------|---------------------------|---|--------------------------------------|
| Period | Employee Category | Total number of employees | Number of Employees who received Training | % of Employees who received Training |
| FY2025 | Senior Management | 18 | 18 | 100% |
| | Middle Management | 34 | 34 | 100% |
| | Executive | 95 | 95 | 100% |
| | Technical / Others | 106 | 106 | 100% |
| FY2024 | Senior Management | 16 | 16 | 100% |
| | Middle Management | 32 | 32 | 100% |
| | Executive | 82 | 82 | 100% |
| | Technical / Others | 73 | 73 | 100% |
| FY2023 | Senior Management | 12 | 12 | 100% |
| | Middle Management | 34 | 34 | 100% |
| | Executive | 90 | 90 | 100% |
| | Technical / Others | 61 | 61 | 100% |

| ANTI-CORRUPTION TRAINING CONDUCTED IN FY2025 | | |
|---|----------------|---------------------|
| Training Topics | Training Hours | Number of Attendees |
| Anti-Bribery and Corruption in the workplace - Part 1 (Corruption in the Workplace) | 1 | 253 |
| Anti-Bribery and Corruption in the workplace – Part 2 (Corporate Liability) | 1 | 253 |

In FY2025, all 253 employees across the Group participated the training on anti-corruption and corporate liability. The training covered Anti-Bribery and Corruption in the Workplace (Part 1) and Corporate Liability (Part 2), delivered through a structured software-based refresher course followed by a Q&A session.

SUSTAINABILITY STATEMENT (CONT'D)

Each session was designed to be concise, with a duration of one hour per module, ensuring employees were equipped with the knowledge required to recognise and address corruption-related risks in the workplace. The training also included an assessment component to evaluate participants' understanding and retention of the key concepts. To receive a certificate of completion, participants were required to achieve a minimum passing mark of 80%.



Through these training initiatives, GDB reinforces our commitment to fostering a culture of integrity, ethical conduct and accountability across all levels of the organisation.

Whistle Blowing Policy and Procedures

Maintaining effective reporting channels is an important component of the Group's governance framework and supports the monitoring and management of sustainability-related risks in line with IFRS S1. To reinforce a culture of integrity, transparency and accountability, the Group has established a Whistle blowing Policy that provides a secure and confidential platform for employees and external stakeholders to report genuine concerns regarding improper conduct.

The policy enables the reporting of a wide range of misconduct, including fraud, bribery and corruption, abuse of authority, breaches of internal policies and other unethical or unlawful behaviour. It also covers matters related to workplace conduct, including human rights concerns such as harassment or discrimination.

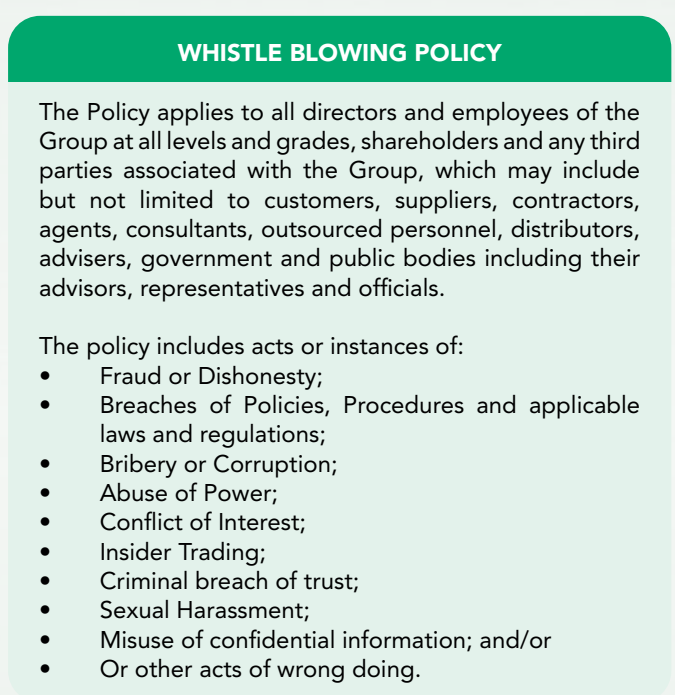
By encouraging the timely reporting of suspected misconduct, the Group is able to identify potential governance and integrity risks at an early stage. This mechanism strengthens internal controls, supports responsible business practices and helps safeguard the organisation's reputation and operational integrity.

Whistle blowing Channel and Mechanism

The Group maintains a structured whistle blowing framework to enable the reporting of misconduct and unethical behaviour while safeguarding the rights of those who raise concerns in good faith. This mechanism supports the Group's governance framework by strengthening transparency, accountability and the early detection of integrity-related risks.

Concerns may be reported to the **Executive Director/Acting Group Managing Director**, or, where reporting to management may be inappropriate, directly to the **Chairperson of the Audit Committee**. The Group ensures strict confidentiality of the whistle blower's identity and provides assurance that individuals who report concerns in good faith will be protected from retaliation, discrimination or any form of adverse treatment.

Reports are investigated promptly through established governance channels. Employee-related complaints are reviewed by a **Designated Anti-Bribery and Corruption Committee**, while matters involving Directors are escalated directly to the **Audit Committee** to ensure independence and objectivity in the investigation process. Appropriate corrective or disciplinary actions are taken where necessary.



SUSTAINABILITY STATEMENT (CONT'D)

Oversight of the whistle blowing framework ultimately rests with the Board of Directors, which approved the current policy on 24 May 2023 to ensure its continued alignment with regulatory requirements and governance best practices. The policy is formally reviewed at least once every three years, or earlier if required by changes in legislation or business circumstances.

Summary of Reportable Misconduct of Employees, Directors and Business Partners

The Group's Whistle blowing and ABC policies define various categories of reportable misconduct that may be raised through the whistle blowing channel. These include, but are not limited to, the following:

| Category | Scope of Misconduct and Prohibited Actions |
|--|---|
| Bribery & Corruption | Offering, giving, receiving, or soliciting any form of "gratification"—such as money, property, loans, or employment—to illicitly influence decisions. This includes acts of extortion, collusion, embezzlement, money laundering, and trading under influence. |
| Gifts & Hospitality | Giving or receiving gifts, entertainment, or travel to influence business outcomes is prohibited. Specifically, cash or cash equivalents (including bitcoin), electronic items, jewelry, club memberships, and interest-free loans are strictly forbidden. |
| Facilitation Payments | GDB maintains a strict policy against facilitation payments—payments made to expedite administrative functions. Such payments are only permitted in extreme life-threatening situations and require immediate documentation and top management approval. |
| Political Contributions | The Group maintains a neutral stance and does not make political donations. Charitable donations and sponsorships are permitted only for legitimate, transparent reasons. |
| Legal & Regulatory Compliance | Any breach of the MACC Act 2009, MACC (Amendment) Act 2018, or other applicable laws and internal procedures. |
| Conflicts of Interest | Situations where personal interests interfere with objectivity in performing duties for the Group. All such conflicts must be declared in writing to the Risk Management Department. |
| Professional Conduct | Acts involving sexual harassment, abuse of power, insider trading, or the misuse of confidential information. |

Oversight and Assurance

The whistle blowing framework is supported by governance controls designed to ensure its effectiveness and integrity. These include:

- **Risk assessments** conducted by the Risk Management Department to identify positions and operations that may be vulnerable to corruption risks.
- **Due diligence procedures** applied to employees and business associates to minimise exposure to integrity-related risks.
- **Training and awareness programmes** to ensure personnel understand their responsibilities under the Group's governance policies.
- **Protection for whistle blowers**, ensuring that individuals who report concerns in good faith are protected from retaliation or adverse employment consequences.

SUSTAINABILITY STATEMENT (CONT'D)

Whistle blowing reports can be submitted through the following channels:

Executive Director/Acting Group Managing Director:

- Email: andyilai@gdbsb.com
- Mail: **Strictly Confidential**
Attention:
The Executive Director/Acting
Group Managing Director
GDB Holdings Berhad
A-02-01, F-02-01 & F-02-02,
Sekitar 26 Enterprise,
Persiaran Hulu Selangor, Seksyen 26,
40400 Shah Alam, Selangor

Audit Committee (AC) Chairperson:

- Mail: **Strictly Confidential**
Attention:
The Audit Committee Chairperson
GDB Holdings Berhad
Third Floor, No. 77, 79 & 81,
Jalan SS21/60, Damansara Utama,
47400 Petaling Jaya, Selangor

Communication and Awareness

To promote transparency and accessibility, the Whistle blowing Policy and reporting procedures are communicated to both internal and external stakeholders through various channels, including the Group's corporate website and internal awareness programmes. Employees are required to acknowledge in writing that they have read and understood the Group's governance policies, reinforcing their responsibility to uphold ethical conduct and report improper behaviour where necessary.

The full policy is available at: <https://www.gdbhb.com.my/wp-content/uploads/2023/06/Whistle-Blowing-Policy-Final-Approved-by-BOD-24.5.23.pdf>



Cybersecurity and Data Confidentiality

As digital technologies become increasingly integrated across project management, procurement systems, financial platforms and stakeholder communications, cybersecurity and data confidentiality have become critical governance and operational considerations within the construction industry. Protecting information assets and maintaining the confidentiality, integrity and availability of data are therefore essential to supporting business continuity, managing sustainability-related risks and maintaining stakeholder trust.

Cybersecurity and data confidentiality risks are managed through the Group's enterprise risk management framework, with oversight provided by the Board through its delegated committees. Key risks, including unauthorised access, data breaches, system disruptions and cyber-enabled fraud, are identified, assessed and monitored as part of the Group's broader risk management processes. Management is responsible for implementing appropriate controls and escalating material matters to the Board where necessary.

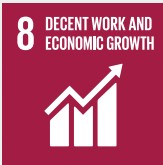


To safeguard data and strengthen cyber resilience, the Group has implemented policies, procedures and internal controls covering areas such as access management, system security measures and employee awareness initiatives. These controls are periodically reviewed and enhanced to address evolving cyber threats and the increasing digitalisation of the construction value chain.

During the financial year under review, **no substantiated cybersecurity breaches or data confidentiality incidents were reported.**

SUSTAINABILITY STATEMENT (CONT'D)

Economic Sustainability



As Malaysia continues to advance its development agenda, the construction sector remains a vital engine for economic resilience, productivity and inclusive growth. At GDB, we view economic sustainability not merely as financial performance, but as the enduring value we create through responsible business practices, innovation and strong local ecosystems. Our role extends beyond delivering quality developments to strengthening industry capabilities, supporting communities and contributing meaningfully to the nation's long-term economic health.

Economic sustainability at GDB is anchored in strong business performance, a steadfast focus on customer satisfaction and a resilient, well-managed supply chain. We recognise that long-term value creation depends on disciplined resource management and continuous investment in human capital development. By strengthening workforce capabilities, promoting fair employment practices and fostering a culture of performance and accountability, we support job creation and contribute to sustainable economic growth across our operations and the broader construction ecosystem.

To further reinforce our commitment to sustainable economic development, GDB aligns our key economic material matters with the United Nations Sustainable Development Goals. Through responsible business practices, customer-focused delivery and sustainable supply chain management, we contribute to the advancement of global sustainability priorities while supporting Malaysia's economic progress. The SDGs most closely aligned with our economic sustainability efforts are outlined below.

| Material Matters | Related UNSDGs | |
|-------------------------|----------------|---|
| Business Performance | SDG 8: | Supports job creation and fair employment practices. |
| Customer Satisfaction | SDG 9: | Aim to build resilient infrastructure, advance sustainable industrialisation and foster innovation. |
| Supply Chain Management | SDG11 | Aim to make cities inclusive, safe, resilient and sustainable |
| | SDG 12: | Advocate responsible and sustainable procurement. |

Our long-term approach ensures that economic growth is balanced with accountability, operational efficiency and lasting benefits for our stakeholders, today and in the years ahead.

Business Performance

Revenue and Direct Economic Value Creation

GDB's revenue is primarily generated from our core construction activities. Through these operations, we create direct economic value by providing stable employment, generating returns for shareholders and contributing to government revenue through taxes. These value flows support workforce stability, strengthen investor confidence and underpin the long-term resilience of both the Group and the broader economy.

Beyond immediate financial outcomes, GDB's operations contribute to value creation across the construction value chain. We build organisational and industry capability through skills development and knowledge transfer, foster long-term partnerships with suppliers and subcontractors, and support productivity and competitiveness within Malaysia's construction sector. Guided by disciplined financial management and prudent capital allocation, GDB remains focused on sustaining long-term value creation while delivering resilient and sustainable growth.

SUSTAINABILITY STATEMENT (CONT'D)

Indirect Economic Impacts and Community Value

The construction industry plays an important role in supporting surrounding communities by creating employment opportunities and generating income across multiple skill levels. Wages earned by employees and workers circulate within local economies, as spending flows into nearby businesses and services, supporting livelihoods and contributing to local economic vitality.

In addition, taxes generated from construction activities contribute to public revenue, enabling investments in infrastructure, education, healthcare and other essential services that enhance societal well-being. Beyond direct employment, suppliers, business partners and investors benefit from profits and dividends, which are often reinvested into the industry or local enterprises, further amplifying economic value creation.

Through community-focused initiatives and responsible business practices, GDB seeks to extend the value created through our core operations to support economic empowerment, inclusive growth and long-term community development. These efforts reflect our commitment to creating shared value for stakeholders while contributing positively to the socio-economic development of the communities in which we operate.

Economic Performance

| Economic Indicators | FY2025 | FY2024 |
|---|-----------|-----------|
| Revenue (RM million) | 748.09 | 258.23 |
| Total Equity attributable to owners of the Company (RM million) | 272.54 | 195.18 |
| Corporate Tax (RM million) | 14.62 | 13.28 |
| Ongoing Projects | Three (3) | Three (3) |
| Outstanding Order Book (RM billion) | 0.55 | 1.31 |
| Investment in Equipment and Machineries (RM million) | 5.68 | 2.48 |
| Number of Employees | 253 | 203 |

During the year under review, GDB delivered strong financial performance driven by continued progress in our core construction activities. The Group recorded revenue of RM748.1 million, a significant increase from RM258.2 million in FY2024, reflecting steady project execution and operational resilience.

The Group's financial position strengthened during the year, with total equity attributable to shareholders rising to RM272.5 million, compared with RM195.2 million in the previous year. GDB also contributed RM14.6 million in corporate taxes, supporting public revenue for national development.

Operationally, the Group maintained three ongoing projects and an outstanding order book of RM548.7 million, providing visibility for future revenue streams. We also invested RM5.7 million in equipment and machinery, more than double the RM2.5 million invested in FY2024, to enhance operational efficiency and project delivery capabilities.

Reflecting business growth, the Group's workforce expanded to 253 employees, compared with 203 employees in the previous year, supporting employment and economic activity within the construction sector.

Customer Satisfaction

Customer satisfaction remains a fundamental driver of GDB's long-term value creation. In the competitive construction and engineering sector, our ability to consistently meet and exceed client expectations strengthens repeat business, reinforces brand credibility and supports the Group's long-term resilience. In line with IFRS S1 requirements, GDB discloses the governance and strategic frameworks used to manage the risks and opportunities associated with client relationships. (Refer to page 46 to 49 of this annual report for the management of sustainability-related risks and opportunities for our material matters).

SUSTAINABILITY STATEMENT (CONT'D)

Strategic Integration and Governance



Customer satisfaction is integrated into the Group's broader risk management and strategic planning processes, with oversight provided by the Board and senior management to ensure that project delivery reflects the highest standards of quality and reliability.

Our strategy is guided by five key value drivers: **Quality and Reliability, Safety, Timely Project Delivery, Sustainability Performance and Innovation**. By focusing on these priorities, GDB mitigates risks such as project delays and safety incidents while capturing opportunities to deliver innovative and sustainable construction solutions that meet evolving client expectations.

Principles of Service Excellence

Our pursuit of operational excellence is supported by a culture that emphasises teamwork, capability development and continuous improvement. By investing in the growth and empowerment of our workforce, we equip our teams with the skills and expertise needed to deliver high-quality outcomes and build enduring relationships with our clients.

As part of our commitment to responsible construction practices, we also integrate environmental considerations into our operations through the adoption of resource-efficient technologies and sustainable construction methods. In addition, strict adherence to legal, statutory and ESG requirements ensures that our projects are delivered responsibly while maintaining the trust and confidence of our clients.

Engagement Mechanisms and Continuous Improvement

The Group maintains structured engagement channels to capture client feedback and ensure continuous improvement across our project portfolio. Our operational processes are supported by internationally recognised management systems, including **ISO 9001 (Quality Management)** and **ISO 45001 (Occupational Health and Safety)** certifications, which provide a consistent framework for quality assurance and safe project execution.

To ensure that client expectations are consistently met, the Group maintains regular communication and project-based engagement mechanisms, including:

- Client Project Feedback Sessions to ensure alignment with project specifications and expectations
- Structured Client Surveys conducted at key project milestones to assess performance across our five value drivers

(Refer to page 44-45 of this annual report for further details on engagement channels and frequency of engagement.)

SUSTAINABILITY STATEMENT (CONT'D)

Client Satisfaction Survey

To assess the effectiveness of our service delivery, GDB conducts Client Satisfaction Surveys across our project portfolio. These surveys measure client perceptions of our technical capabilities, safety performance, responsiveness and ability to meet project timelines.

In **FY2025**, GDB recorded an average client satisfaction score of **87.6%**, reflecting the Group's continued ability to deliver reliable quality and progressive excellence in a demanding construction environment. The result also validates the effectiveness of our management systems, including our ISO-certified quality and safety frameworks.

Three-Year Client Satisfaction Performance Trend



Beyond the headline figure, feedback from these surveys is reviewed by management to identify opportunities for improvement and to further strengthen project delivery standards. This continuous feedback loop enables GDB to enhance client experience, reinforce long-term partnerships and sustain our position as a trusted delivery partner for complex construction projects.

Supply Chain Management

In the construction industry, a resilient and well-governed supply chain is fundamental to project delivery, cost stability and long-term value creation. GDB prioritises supply chain performance, recognising its direct influence on operational risk management, quality assurance and safety standards across our projects. As such, sustainable supply chain management is embedded within our business strategy to support operational continuity, efficiency and responsible value creation throughout the project lifecycle.

Our approach considers economic, environmental and social factors that may affect supplier performance and availability, including cost volatility, resource constraints, labour practices and regulatory compliance. By strengthening supply chain governance and fostering long-term partnerships, GDB aims to mitigate supply-related risks, enhance resilience and support sustainable outcomes that contribute to the Group's financial performance and long-term growth.

Supply Chain Engagement

We actively engage with suppliers and subcontractors to build collaborative relationships that support reliable project delivery and consistent performance. Through structured communication, clear expectations and regular engagement, we align our supply chain partners with GDB's standards on quality, safety, ethical conduct and sustainability.

This engagement facilitates early identification and management of supply chain risks, enhances transparency and promotes continuous improvement across the construction value chain. By fostering mutual accountability and capability development, GDB strengthens supplier resilience while reinforcing operational stability within our construction ecosystem.

Responsible Procurement

GDB's procurement practices are guided by principles of fairness, transparency and accountability, with sustainability considerations integrated into sourcing and supplier selection processes. Where practicable, the Group prioritises local procurement to support domestic businesses, strengthen local industry capacity and reduce supply chain dependencies.

SUSTAINABILITY STATEMENT (CONT'D)

Our procurement process is conducted through a structured and competitive bidding framework. Tender shortlisting, evaluation and selection undergo multiple levels of review, and contracts are awarded based on pre-defined technical, commercial and compliance criteria. This process is overseen by the Contracts Department to ensure fairness, accountability and alignment with GDB's ethical business conduct commitments.

Supplier and contractor performance is monitored throughout project execution to ensure compliance with applicable laws, industry standards and ethical business practices. Suppliers are encouraged to adopt waste reduction measures and environmentally responsible practices to support GDB's environmental commitments. Project progress and performance are reviewed through regular site meetings, while cost monitoring and variation order assessments are conducted periodically to maintain financial discipline and operational accountability.

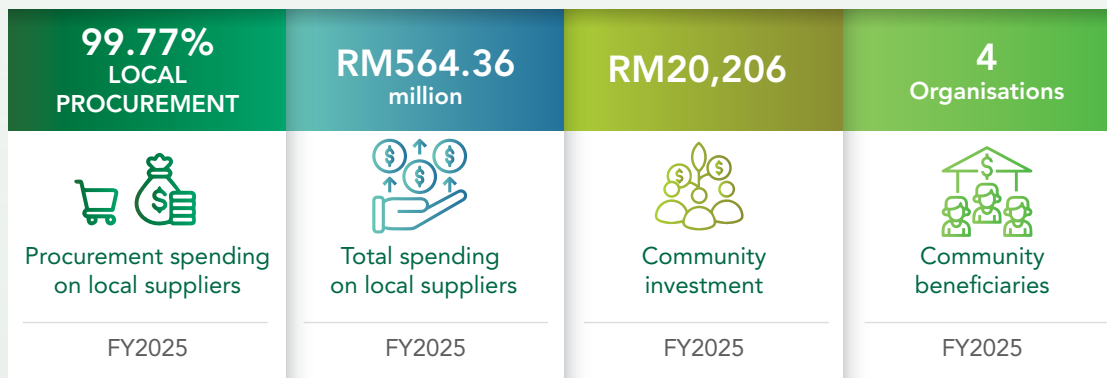
Through these measures, GDB seeks to strengthen supply chain resilience, promote responsible procurement and ensure that its sourcing practices contribute to sustainable value creation across the construction value chain.



Local Procurement and Community Investment

GDB prioritises local sourcing as part of our responsible procurement approach, recognising the important role that local suppliers play in supporting domestic industry development and strengthening supply chain resilience. In FY2025, the Group spent RM564.36 million on local suppliers, representing 99.77% of total procurement spending. This reflects GDB's continued commitment to engaging domestic contractors, subcontractors and service providers across its construction projects.

LOCAL VALUE CREATION



Similarly, in FY2024 and FY2023, the proportion of spending on local suppliers remained consistently high at 99.98% and 99.90%, respectively. This sustained level of local procurement demonstrates the Group's efforts to support Malaysian businesses while maintaining a stable and responsive supply chain ecosystem.

SUSTAINABILITY STATEMENT (CONT'D)

Beyond procurement activities, GDB also contributes to community development through targeted social investments. In FY2025, the Group invested RM20,206 in community initiatives benefiting four external beneficiaries, compared with RM14,400 in FY2024 and RM6,576 in FY2023. These contributions reflect GDB's ongoing commitment to supporting community well-being and creating positive social impact in the areas where we operate.

Through sustained local procurement and community-focused initiatives, GDB continues to contribute to economic empowerment, industry development and the broader socio-economic progress of the communities we serve.

| PROPORTION OF SPENDING ON LOCAL SUPPLIERS | | | PROPORTION OF SPENDING ON COMMUNITY AND SOCIETY | |
|---|---|---|--|--|
| Period | Total amount spent on local suppliers (RM 'Million) | Proportion of spending on local suppliers % | Total amount invested in the community where the target beneficiaries are external to the listed issuer (RM) | Total number of beneficiaries of the investment in communities |
| FY2025 | 564.36 | 99.77 | 20,206 | 4 |
| FY2024 | 185.15 | 99.98 | 14,400 | 4 |
| FY2023 | 272.13 | 99.90 | 6,576 | 1 |

Environmental Sustainability



As a responsible player in Malaysia's built environment, GDB recognises that environmental sustainability is fundamental to the long-term resilience of our business and the communities we serve. The construction sector carries a significant environmental footprint, particularly in energy consumption, greenhouse gas emissions, water usage and waste generation. Guided by our **ISO 14001:2015 certification**, GDB adheres to internationally recognised environmental management standards that enable us to systematically identify, monitor and mitigate environmental impacts while driving continuous improvement. Our Sustainability Policy further reinforces our commitment to minimising our ecological footprint, promoting resource efficiency and strengthening environmental stewardship across the organisation.

Through our Quality, Environment, Safety and Health Management System (QESHMS), we integrate environmental considerations into all aspects of our operations. This structured approach supports the establishment and implementation of clear environmental objectives, including reducing greenhouse gas emissions, conserving water and energy, managing waste responsibly and protecting biodiversity.

In FY2025, the Group continued to strengthen our environmental stewardship by embedding sound environmental management practices across our operations and projects. Our efforts focus on key areas including climate change and energy management, water and waste management, and the responsible use of natural resources. These initiatives reflect our commitment to mitigating environmental risks, enhancing operational efficiency and supporting sustainable development outcomes.

| Material Matters | Related UNSDGs |
|------------------------------------|--|
| Climate Change & Energy Management | SDG 6: Promoting responsible water management through effective wastewater treatment, pollution prevention and efficient water use. |
| | SDG 13: Mitigate climate change by minimising greenhouse gas emissions. |
| Water & Waste Management | SDG 14: Preventing water pollution from construction activities to protect aquatic ecosystems and marine life. |
| Resource Management | SDG 15: Conserving natural habitats and minimising impacts on biodiversity and surrounding ecosystems. |

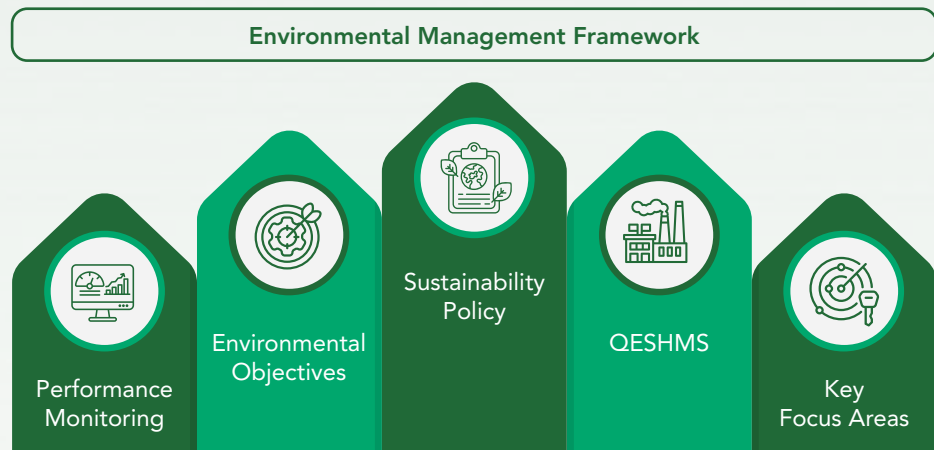
SUSTAINABILITY STATEMENT (CONT'D)

GDB's environmental sustainability efforts are aligned with the SDGs, reflecting our commitment to addressing material environmental matters in a structured and globally recognised framework. Our focus on responsible water and waste management supports SDG 6 (Clean Water and Sanitation) through effective wastewater treatment, pollution prevention and efficient water use. In addressing climate change and energy management, we contribute to SDG 13 (Climate Action) by minimising greenhouse gas emissions and improving energy efficiency. We also support SDG 14 (Life Below Water) by preventing water pollution from construction activities and SDG 15 (Life on Land) through measures to conserve natural habitats and minimise impacts on biodiversity.

Why This Matters to GDB

Environmental sustainability is intrinsically linked to GDB's ability to deliver projects responsibly, manage risks effectively and create long-term value for stakeholders. Climate-related risks, resource constraints, and evolving regulatory and stakeholder expectations have direct implications for project delivery, cost efficiency and business continuity.

By proactively managing environmental impacts and integrating sustainability considerations into decision-making, we strengthen our operational resilience, safeguards our licence to operate and positions the Group to respond effectively to an evolving environmental and regulatory landscape. This disciplined approach ensures that environmental considerations are embedded within our operations and strategy, supporting GDB's broader sustainability commitments and long-term growth agenda.



Environmental Commitments under the Sustainability Policy

Environmental stewardship forms an integral component of the Group's Sustainability Policy, guiding how environmental considerations are embedded across our operations and project delivery. The policy reflects GDB's commitment to safeguarding the environment while ensuring that construction activities are carried out responsibly and in compliance with applicable environmental laws and regulations.

Under this policy, the Group emphasises the efficient use of natural resources, responsible waste management and the prevention of pollution arising from our operations. Through the implementation of the QESHMS and adherence to ISO 14001:2015 environmental management standards, GDB systematically identifies, monitors and manages environmental impacts across its project sites.

GDB's Sustainability Policy states the Group's environmental commitments on the following matters:

- Reduction of resources consumed.
- Reduction of carbon footprint.
- Promote Environmental awareness among employees and stakeholders.
- Reduce environmental impacts by efficient use of resources and fossil fuels.
- Minimise the emission of toxic substances.
- Prudent utilization of water and energy.
- Promote the Reduce, Reuse & Recycle (3R) practice.
- Responsible management of waste and effluents.
- Prevent pollution.
- Promote circular economy

SUSTAINABILITY STATEMENT (CONT'D)

The policy also promotes environmental awareness among employees and stakeholders, encouraging responsible practices such as prudent water and energy consumption, the adoption of reduce, reuse and recycle (3R) principles, and the proper management of waste and effluents. These commitments reflect GDB's approach to minimising the environmental footprint of our operations while protecting surrounding communities and ecosystems.

Through these efforts, GDB seeks to embed environmental responsibility across the organisation while supporting sustainable construction practices and long-term environmental protection.

ISO 14001:2015 Certification and QESHMS

GDB manages climate change and energy-related risks through a systematic framework supported by our ISO 14001:2015-certified Environmental Management System and integrated Quality, Environment, Safety and Health Management System. This framework establishes clear processes for identifying, assessing and managing energy consumption and greenhouse gas emissions arising from the Group's operations and project activities.

Energy and emissions considerations are incorporated into operational controls, site practices and project planning. Performance is monitored through regular reviews and assessments to support regulatory compliance, effective risk management and continuous improvement. Through this structured approach, GDB seeks to enhance energy efficiency, minimise emissions where practicable and strengthen operational resilience in response to evolving regulatory and stakeholder expectations.



International Management Systems

As a testament to our QESH commitments, we have obtained ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 certifications. We have consolidated all these principles, systems, processes and standards into one integrated management system, QESHMS. It streamlines our Quality Management, Environmental Management and Safety and Health Management Systems, thereby saving us time and increasing our efficiency. As a result, we are able to focus on a wide range of crucial areas.



In addition, GDB projects have attained QCLASSIC, BuildQAS and SHASSIC certifications. We have also completed and been certified for the Construction Green 5S programme as part of our commitment to quality, environmental, safety, health and productivity.



Compliance with Environmental Regulations

We are committed to complying with all applicable environmental laws and regulatory requirements governing our operations. We work closely with relevant regulatory authorities and local councils to ensure that environmental standards and requirements are consistently met across our construction sites.

These include compliance with guidelines and requirements issued by authorities such as the Department of Environment Malaysia, Department of Irrigation and Drainage Malaysia, Department of Occupational Safety and Health Malaysia, Construction Industry Development Board Malaysia, as well as relevant state health departments and local municipal councils.

Environmental requirements stipulated in project agreements and Letters of Award include provisions relating to permitted operating hours, site housekeeping and cleanliness, erosion and sedimentation control measures, and the responsible management of environmental impacts arising from construction activities. Through strict adherence to these requirements, we seek to minimise environmental disturbances and maintain responsible construction practices throughout project execution.

SUSTAINABILITY STATEMENT (CONT'D)

Environment, Safety and Health Governance

The Group has established a structured governance framework to oversee environmental, safety and health matters across our operations and project sites.

The Environment, Safety and Health (“ESH”) Committee at the Group level is headed by the Group Executive Director and supported by the Senior ESH Manager. The committee comprises key management personnel, including the General Manager, Heads of Projects (“HOPs”), Project Managers, ESH Officers, as well as Heads of Departments (“HODs”) from functions such as logistics, store and Quality Assurance/Quality Control (“QA/QC”). The committee provides strategic oversight and ensures that environmental, safety and health practices are consistently implemented across the Group’s operations.



At the project level, the Project ESH Committee is led by the HOPs and supported by the Project ESH Team. Meanwhile, the Site ESH Committee comprises subcontractors, site management representatives, site staff and site workers, ensuring that environmental and safety practices are effectively implemented at the operational level and that site personnel remain actively engaged in maintaining safe and environmentally responsible working conditions.

QESH Management Review Board (“MRB”)

The QESH Management Review Board (“MRB”) periodically reviews the suitability, adequacy and effectiveness of the Group’s QESHMS to ensure that it remains aligned with the Group’s operational requirements, regulatory obligations and sustainability objectives.

The review focuses on several key areas, including:

- Status of actions arising from previous MRB meetings;
- Changes in internal and external issues that may affect the effectiveness of the QESHMS;
- Alignment with the Group’s strategic direction and stakeholder expectations;
- Evaluation of opportunities for continuous improvement; and
- Performance against established targets and the overall effectiveness of the QESHMS.

Through these periodic reviews, the Group ensures that its QESHMS remains capable of supporting continuous improvements in environmental performance, workplace safety and operational excellence.

QESH Risk Management

The Group adopts a structured and cyclical approach to managing risks related to quality, environmental, safety and health. This risk management process consists of five key steps that enable the systematic identification, assessment and management of risks across our operations and project sites.

1. Risk Identification

Potential risks are identified and categorised under the QESH framework. Associated risks and opportunities are also evaluated to ensure an extensive understanding of potential threats as well as areas for improvement.



SUSTAINABILITY STATEMENT (CONT'D)

2. Risk Assessment

Each identified risk is assessed based on its likelihood of occurrence and potential impact. Risks with higher impact and probability are prioritised to ensure that appropriate mitigation measures and resources are directed towards managing the most critical risks.

3. Risk Mitigation and Action Plans

Mitigation and monitoring measures are developed and implemented to manage identified risks. Departments across the Group work collaboratively to identify, analyse and respond to risks within clearly defined timelines, with specific responsibilities assigned to ensure accountability in the implementation of action plans.

4. Controls and Responsibilities

Clear processes, roles and responsibilities are established to ensure effective risk management. Each department integrates risk management into its operational activities, ensuring compliance with quality, safety and environmental standards while embedding risk control measures into day-to-day operations.

5. Monitoring and Review

The effectiveness of risk management measures is periodically reviewed to ensure continuous improvement. Feedback from assessments, internal audits and incident reports is used to refine and strengthen risk management strategies, enabling the Group to respond effectively to evolving operational risks and challenges.

To support the effective planning and management of environmental, safety and health risks, the Group adopts two key risk management tools:

- **Environmental Aspect and Impact Register (EAIR)**
- **Hazard Identification, Risk Assessment and Risk Control (HIRARC)**

Workplace risk assessments are conducted regularly to identify substandard practices and hazardous working conditions. Where risks are identified, corrective actions are promptly implemented to mitigate potential impacts and improve workplace safety and environmental performance.

Through this structured risk management framework, the Group is able to proactively identify potential risks, implement appropriate mitigation measures, monitor outcomes and continuously improve its QESH performance.

Awareness and Training

Building environmental awareness and maintaining a strong safety culture are essential components of GDB's site management practices. The Group ensures that all site personnel are equipped with the necessary knowledge and competencies to carry out their duties safely while minimising environmental impacts.

All site workers, whether directly or indirectly employed by the Group, are required to hold a Construction Industry Development Board (CIDB) Green Card. This certification confirms that workers have completed the Safety Induction Construction Worker Course, possess basic knowledge of occupational safety and health (OSH) practices at construction sites, and are covered under an insurance protection plan.

SUSTAINABILITY STATEMENT (CONT'D)

Prior to commencing work, all onsite personnel are required to attend an Environment, Safety and Health (ESH) induction programme. To reinforce safe and environmentally responsible work practices, our ESH officers and supervisors conduct regular onsite meetings and training sessions, including:

- **Daily and weekly toolbox briefings** to address safety and environmental concerns at project sites.
- **Monthly ESH committee meetings** to review safety performance, incidents and improvement measures.
- **On-the-job training** focused on skill enhancement and risk awareness through practical site-based training.
- **Emergency drills** to ensure preparedness for potential incidents.
- **Hazard Identification, Risk Assessment, and Risk Control (HIRARC) exercises** to identify and mitigate workplace hazards.
- **Standard Operating Procedure (SOP) briefings** to ensure compliance with established operational practices.
- **Policy and procedure updates** to keep workers informed of the latest safety and environmental requirements.

| TOOLBOX BRIEFING AGENDA | |
|--|---|
| Safety and Health Matters | Environmental Matters |
| <ul style="list-style-type: none"> • Trade work safe operation procedure / HIRARC requirement. • Daily housekeeping after work. • Provide fall protection to prevent fall of person or material. • Accident/Incident reporting procedure. • Emergency Response plan and guidelines. • Personal protective equipment compliances. • Electrical safety. • Safety compliance during working at height. • Security matters - Electrical tool declaration and gate pass procedure. • Welfare facilities and it's maintenance. | <ul style="list-style-type: none"> • Promote 3R. • Use spill tray to prevent pollution. • Maintain good housekeeping at work areas. • Dust control from rubbish dumping activity. |

In addition, specialised training sessions are periodically conducted by external experts, providing workers with opportunities to obtain professional certifications through selected off-site training programmes. These initiatives ensure that personnel are equipped with the necessary knowledge and competencies to maintain a safe, compliant and environmentally responsible working environment.

| FY2025 Environmental Training | | |
|--|--------------|------------------|
| Training Topics | No. of Hours | No. of Attendees |
| Seminar Ke Arah Pembangunan Mampan & Implikasi Pindaan AKAS 2024 | 7 | 2 |
| Datum : KL/ Plus / GBI (Bundle) | 21 | 1 |
| SIRIM 5 : 2023 - Green 5S Awareness Training Duration | 7 | 25 |
| Total | 35 | 28 |

SUSTAINABILITY STATEMENT (CONT'D)

Environmental Impacts of Project Development

Construction activities may give rise to environmental impacts such as dust emissions, noise, waste generation and potential water pollution. As such, GDB places strong emphasis on managing environmental impacts throughout the lifecycle of our projects through strict compliance with applicable environmental laws, regulatory requirements and industry standards.

During the year under review, the Group maintained a **zero non-compliance record** and was not subject to any fines or penalties related to environmental permits, standards or regulatory requirements. This reflects GDB's commitment to responsible environmental management and the effective implementation of our environmental management practices across project sites.



Environmental Compliance Performance FY2025

- ✔ Zero environmental non-compliance
- ✔ No fines or penalties imposed



| Number of incidents of non-compliance with environmental permits, standards and regulations | | | | | | | | | |
|---|-------|------------------------|------------------|------------------------------|----------------------------|--|-----------------------------------|----------|--------------------|
| Period | Waste | Air Quality/ Emissions | Water Discharges | Water Withdrawal Exceedances | Effluent Limit Exceedances | Violation of Wastewater pre-treatment requirements | Oil or Hazardous Substance spills | Land Use | Endangered Species |
| FY2025 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| FY2024 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Climate Change & Energy Management

Climate Change and Energy Management is a key driver of GDB's long-term sustainability strategy and corporate resilience, given the construction sector's contribution to energy consumption and greenhouse gas ("GHG") emissions. As the global transition toward a low-carbon economy accelerates, the Group recognises that managing climate-related risks and opportunities is essential to maintaining our competitive position and supporting sustainable growth.

GDB's climate strategy is aligned with national priorities, including the 12th Malaysia Plan (12MP), which targets a 45% reduction in GHG emissions intensity of GDP by 2030 relative to 2005 levels. By integrating these national objectives into our operational and project management practices, we contribute to Malaysia's broader transition toward a low-carbon economy and the nation's long-term aspiration of achieving net-zero emissions by 2050.

Operational energy efficiency remains a key focus area in reducing the Group's carbon footprint. GDB systematically monitors energy consumption across project sites and corporate facilities, including electricity and fuel usage, to manage Scope 1 and Scope 2 emissions. Through resource-efficient construction practices and the adoption of green technologies, the Group aims to improve energy efficiency while managing operational costs and supporting climate mitigation efforts.

Climate Change

Climate change is a defining global challenge, generating complex and widespread impacts across societies, economies and natural systems. The scale and nature of climate-related risks differ substantially by sector, industry, geography and the specific characteristics of individual organisations, necessitating tailored risk identification, mitigation and adaptation approaches. For the construction sector, climate change presents both direct operational implications, such as energy consumption and GHG emissions from activities and materials, and broader systemic considerations linked to resilience and infrastructure performance.

In the near term, the construction sector plays an important role in reducing carbon emissions through improved energy efficiency, responsible resource use and strengthened climate risk management. Over the longer term, the sector must also contribute to climate adaptation by designing and delivering infrastructure that is resilient to evolving environmental conditions and aligned with low-carbon development pathways.

SUSTAINABILITY STATEMENT (CONT'D)

For GDB, addressing both mitigation and adaptation considerations is integral to responsible project delivery and long-term business resilience. By integrating climate considerations into planning, design and operational practices, the Group strengthens our ability to manage climate-related risks while supporting national climate ambitions.

Governance

Effective governance structures are essential for overseeing climate-related risks and opportunities within the construction sector. This includes establishing clear roles and responsibilities at the Board and management levels, ensuring that climate-related issues are integrated into strategic decision-making processes, and fostering a culture of accountability for climate-related performance.

Our Board of Directors holds ultimate responsibility for the Group's sustainability performance, including climate-related strategy, risk management and performance monitoring. This oversight ensures that climate considerations are embedded within the Group's strategic direction and decision-making processes.

At the management level, the **Group Managing Director** oversees the implementation of sustainability initiatives, including climate-related strategies and operational practices. Meanwhile, the **Sustainability Management Committee** evaluates sustainability performance, identifies areas for improvement and supports the Group's alignment with evolving sustainability reporting standards, including those introduced by the International Sustainability Standards Board (ISSB).

Further details on GDB's sustainability governance structure are provided in the Sustainability Governance section of this Sustainability Statement.

Strategy

Our strategy for addressing climate change focuses on both mitigation and adaptation, reflecting the need to reduce emissions while strengthening resilience to climate-related risks.

A key component of our mitigation approach is the adoption of energy-efficient and low-carbon technologies across construction operations. This includes exploring innovative construction methodologies, improving energy efficiency in project execution and considering environmentally responsible material choices.

In addition, the Group applies the principles of Reduce, Reuse and Recycle (3R) to minimise resource consumption throughout the construction lifecycle. This includes optimising material usage, promoting the use of recycled or recyclable materials where feasible, and implementing waste reduction practices across project sites.

Through these initiatives, GDB aims to reduce our environmental footprint while contributing to broader decarbonisation efforts within the construction industry.

Climate-Related Risks & Opportunities

Climate change presents a range of physical and transition risks that may affect the construction sector and GDB's operations over different time horizons. Physical risks may arise from extreme weather events and changing climate patterns, while transition risks may result from evolving regulatory requirements, technological developments and market expectations related to decarbonisation.

To enhance resilience, the Group continuously evaluates climate-related risks and opportunities as part of our broader risk management framework. These assessments support proactive mitigation planning and help ensure that climate considerations are integrated into project planning, operational decision-making and long-term business strategy.

SUSTAINABILITY STATEMENT (CONT'D)

| | CLIMATE CHANGE RISKS | POTENTIAL FINANCIAL AND CORPORATE IMPACT | TIME HORIZON & RISK ASSESSMENT | MITIGATION / MANAGEMENT APPROACH |
|-------------------------|--|---|--|--|
| | Acute: Extreme weather events | | | |
| PHYSICAL RISKS | <ul style="list-style-type: none"> Increased damage to work in progress buildings from floods, storms. Operational disruptions resulting in delayed construction activities. Heat wave affecting health of people and construction workers. | <ul style="list-style-type: none"> High repair and replacement costs. Business disruption and loss of revenue. Higher insurance premiums. Health risks to people and construction workers. Loss of productivity. | Short to Medium Likelihood Likely Impact Major | <ul style="list-style-type: none"> Implement better and effective project planning and management before the commencement of a new project. Implementation in flood defence solutions Enhance insurance coverage. |
| | Chronic: Rising sea levels, changing temperature patterns | | | |
| | <ul style="list-style-type: none"> Affect assets efficiency in areas exposed to rising sea levels and temperature changes. Reduction in operational efficiency. | <ul style="list-style-type: none"> Increased operational costs. High machinery replacement cost and maintenance cost. Potential for asset obsolescence. | Long Likelihood Likely | <ul style="list-style-type: none"> Consider purchasing or leasing of more climate resilient machinery. |
| | Regulatory | | | |
| TRANSITION RISKS | <ul style="list-style-type: none"> Regulatory changes mandating higher building performance standards to meet building codes and climate-related energy management requirements. | <ul style="list-style-type: none"> Increased operational costs. Potential fines or penalties for non-compliance. | Medium to Long Likelihood Unlikely Impact Minor | <ul style="list-style-type: none"> Develop a proactive approach to regulatory compliance. Integrate sustainable work processes and building designs into new projects. |
| | Technology | | | |
| | <ul style="list-style-type: none"> Rapid evolution of disruptive technologies. | <ul style="list-style-type: none"> Increased costs to adopt new technologies. Potential asset obsolescence if machinery and assets are not upgraded to include new technologies. | Medium to Long Likelihood Likely Impact Moderate | <ul style="list-style-type: none"> Investing in smart technologies in construction such as energy management initiatives and energy efficient machinery. |

SUSTAINABILITY STATEMENT (CONT'D)

Climate-related risks are actively monitored to ensure that appropriate mitigation measures are implemented across the Group's operations. By strengthening project planning, adopting resilient construction practices and monitoring regulatory developments, GDB aims to minimise potential disruptions while identifying opportunities to enhance operational efficiency and sustainability performance.

Greenhouse Gas ("GHG") Emissions

The management of greenhouse gas ("GHG") emissions is a key component of GDB's climate change strategy, given the construction sector's contribution to emissions through energy use, materials and project-related activities. In line with Malaysia's commitment under the 12th Malaysia Plan to reduce economy-wide GHG emissions intensity by 2030, and global efforts to achieve net zero emissions by 2050, the Group recognises the importance of establishing a foundation for emissions measurement, monitoring and reduction.

In FY2024, the Group began tracking employee commuting under Scope 3 emissions, marking an important step toward improving emissions data coverage and enhancing the transparency and completeness of GDB's climate-related disclosures.

GHG emissions are categorised into three scopes in accordance with the Greenhouse Gas Protocol, as illustrated below.

| Scope 1 | Scope 2 | Scope 3 |
|--|---|--|
| Direct GHG emissions from vehicles, machineries and generator sets from sources that are controlled or owned by an organisation. | Indirect GHG emissions associated with the purchase of electricity from Tenaga Nasional Berhad (TNB). | All indirect GHG emissions, excluding those in Scope 2, that are influenced by our operations, such as business travel and employee commuting. |

GHG Emissions Performance

The Group's GHG emissions increased in FY2025 compared to FY2024, primarily reflecting the higher level of construction activities as projects progressed into more advanced stages of development.

Scope 1 emissions increased to 2,838.43 tCO₂e (FY2024: 1,833.81 tCO₂e), while Scope 2 emissions rose to 1,983.45 tCO₂e (FY2024: 482.14 tCO₂e), in line with higher fuel consumption and electricity usage across active project sites. This trend is consistent with the transition of projects into structural and superstructure phases, where material usage and equipment deployment are typically more intensive.

For Scope 3 emissions, the Group continued to enhance its reporting coverage by tracking Category 6 (business travel) and Category 7 (employee commuting). Scope 3 emissions increased to 1,528.72 tCO₂e in FY2025 (FY2024: 1,254.83 tCO₂e), reflecting improved data capture and workforce activity levels.

Overall, the increase in emissions is aligned with the Group's operational growth and project lifecycle progression during the year. GDB remains focused on strengthening emissions monitoring capabilities and identifying opportunities to improve energy efficiency and reduce emissions intensity over time.

| PERIOD | Emission Performance (Tonnes CO ₂ e) | | |
|-------------------------|---|-----------|----------|
| | FY2025 | FY2024*** | FY2023 |
| SCOPE 1 | 2,838.43 | 1,833.81 | 4,365.40 |
| SCOPE 2* | 1,983.45 | 482.14 | 821.32 |
| SCOPE 3 – Category 6** | 0.048 | 0 | - |
| SCOPE 3 - Category 7*** | 1,528.67 | 1,254.83# | - |

SUSTAINABILITY STATEMENT (CONT'D)

GHG Framework: GHG Protocol

Emission Factor: Malaysia National Grid Emission Factor (Suruhanjaya Tenaga), supplemented with IPCC 2006 Guidelines, DEFRA, BEIS for other sources where local data is unavailable.

* Scope 2 emissions are calculated using the location-based method.

** Scope 3 emissions for Category 6 & 7 are calculated using the distance-based method.

*** Base year for reporting of Scope 3 (Category 6 & 7)

Note #: FY2024 Scope 3 (Category 7) emissions have been restated from previously reported figures due to a revision in calculation methodology. The updated figures reflect improved accuracy and alignment with the distance-based method under the GHG Protocol.

Targets and Transition Planning

In line with the requirements of IFRS S2 – Climate-related Disclosures, GDB is progressively developing its GHG emissions targets and transition planning approach, supported by improvements in emissions data quality and expanded reporting coverage. These efforts are intended to provide a credible foundation for the establishment of science-based emissions reduction targets over time.

The Group's approach is informed by Malaysia's national climate commitments, including the 12th Malaysia Plan (12MP) target to reduce greenhouse gas emissions intensity of GDP by 45% by 2030 relative to 2005 levels, as well as the broader global ambition to achieve net zero emissions by 2050.

As the maturity of emissions data improves across Scopes 1, 2 and 3, GDB will evaluate feasible decarbonisation pathways across our operations. These may include enhancing energy efficiency at project sites, optimising operational processes and engaging with supply chain partners where relevant to support emissions reduction initiatives.

Transition planning considerations are progressively integrated into the Group's environmental management systems and project planning processes. This measured approach allows GDB to balance operational realities, regulatory developments and stakeholder expectations while strengthening the Group's climate resilience and enhancing the transparency of our climate-related disclosures over time.

Pollution

Construction activities may generate various pollutants, including dust, noise, wastewater and soil contaminants, which can affect both the environment and surrounding communities if not properly managed. Recognising these potential impacts, GDB implements a range of mitigation measures across our project sites to minimise pollution and safeguard the health and well-being of employees, subcontractors and nearby residents.

Through careful site planning, operational controls and continuous monitoring, the Group strives to manage and reduce pollution arising from construction activities. These measures reflect GDB's commitment to responsible environmental practices and the protection of environmental quality throughout the lifecycle of our projects.

Air Quality

Air quality is regularly monitored at all project sites to ensure that dust and emissions from construction activities are effectively managed. Site access zones are paved with concrete or hard-core materials to minimise dust generation from vehicle movement.

To further control dust dispersion, internal rubbish chutes are installed on each floor and connected through lift shafts, enabling the safe disposal of construction waste while reducing airborne particles. In addition, the Group uses **low-volatile organic compound ("VOC") paints and environmentally friendly adhesives** where practicable to reduce the release of harmful emissions.

The Group also ensures that vehicles and construction machinery are properly maintained so that exhaust emissions remain within acceptable regulatory limits, supporting cleaner air quality at project sites and surrounding areas.

SUSTAINABILITY STATEMENT (CONT'D)

Noise and Water Pollution Management

Construction activities may generate elevated noise levels and produce wastewater or surface runoff that could affect nearby communities and surrounding ecosystems if not properly managed. GDB implements a range of operational controls and preventive measures to minimise these impacts and ensure compliance with applicable environmental regulations.

To manage construction noise, work activities are carried out in accordance with permitted operating hours and site-specific requirements set by local authorities. Where necessary, noise mitigation measures such as proper equipment maintenance, the use of suitable machinery and controlled scheduling of high-noise activities are implemented to minimise disturbances to nearby residents and surrounding communities.

Water pollution risks are managed through the implementation of appropriate site controls to prevent contaminants from entering nearby drainage systems and water bodies. Measures such as the installation of silt traps, sedimentation controls and spill trays are implemented to manage surface runoff and prevent pollution arising from construction materials, oils or chemicals. Site housekeeping practices are also enforced to ensure that waste materials and debris are properly managed and do not contribute to water contamination.

Through these measures, GDB seeks to minimise noise disturbances and prevent water pollution, supporting responsible construction practices and protecting the surrounding environment throughout project execution.

Life Cycle Perspective

GDB adopts a life cycle perspective when evaluating the environmental impacts associated with our construction activities. This approach enables the Group to assess environmental aspects arising from different stages of project development, from the procurement of materials to construction activities and the end-of-life management of materials.

By examining the environmental burdens associated with each stage of the project lifecycle, GDB is able to identify opportunities to minimise resource consumption, reduce emissions and manage waste more effectively. The Group implements practical mitigation measures across these stages to reduce environmental impacts and support more sustainable construction practices.

| Activity | Environmental Aspect | Mitigation Measures / Solutions |
|---------------------------|---|---|
| Raw material acquisition | Consumption of resources | Use of materials with recyclable content and minimised reliance on virgin materials |
| | Air pollutant emissions | Use of low volatile organic compound ("VOC") paints, coatings, carpet flooring and sealants |
| Transportation / Delivery | Air pollutant emissions | Prioritising local procurement to reduce transportation-related emissions |
| Use / Construction | Resource consumption and waste generation | Adoption of Reduce, Reuse and Recycle (3R) practices |
| End of life | Waste disposal | Recycling and reuse of scrap |

SUSTAINABILITY STATEMENT (CONT'D)

Building and Infrastructure Life Cycle Impacts

In alignment with the S1/SASB: IF-EN-410a.1 standard, GDB is committed to addressing the environmental, social and economic impacts of our building and infrastructure projects throughout their life cycle. The Group actively pursues third-party sustainability certifications for our projects, demonstrating our dedication to sustainable development and operational excellence.

A key highlight in FY2024 was the completion of SDPLOG 1 [Metrohub 1] at E-Metro Logistics Park, Bukit Raja 2, which was awarded Provisional GreenRE Certification – Silver.

By adopting a life cycle perspective, the Group seeks to minimise environmental impacts, improve resource efficiency and support the delivery of sustainable built environments. These considerations are incorporated into project planning, material selection, construction practices and operational management where applicable.

In support of these objectives, GDB actively pursues recognised third-party sustainability certifications for eligible projects. In addition to SDPLOG 1 [Metrohub 1], other projects currently pursuing sustainability certifications include the **Kuala Lumpur International Hospital**, which is targeting **Green Building Index (GBI) certification**, **Logistics Hub Plot B**, which is targeting **GreenRE Gold certification**, and **SDPLOG i7A Metro Hub 4**, which is targeting **LEED Gold certification**. These certifications provide independent verification of sustainability performance and demonstrate the Group’s commitment to responsible construction practices, sustainable development and continuous improvement in environmental performance.



| BUILDING & INFRASTRUCTURE LIFECYCLE IMPACTS | | |
|---|-------------------|---|
| Name of Project | Project Status | Sustainability Standard Certified |
| SDPLOG 1 [Metrohub 1] Logistic Hub at E-Metro Logistic Park, Bukit Raja 2 | Completed in 2024 | Awarded with Provisional GreenRE Certification - SILVER |

| Number of Active Projects seeking certification to a third party sustainability standard | | |
|--|--|--|
| Name of Project | Location | Sustainability Standard Certified |
| Kuala Lumpur International Hospital, Bukit Jalil | Jalan Impian Indah, Mukim Petaling, Kuala Lumpur | Targeting for Green Building Index (GBI) certification |
| Logistics Hub Plot B, Shah Alam | Jalan Utas 15/7, Seksyen 15, 40200 Shah Alam, Selangor Darul Ehsan | Targeting for GreenRE GOLD certification |
| Metrohub 4 Logistic Hub, Klang | Jalan Inai 2/KU5, Kawasan Perindustrian Bandar Bukit Raja 2, Mukim Kapar, Daerah Klang, Selangor Darul Ehsan | Targeting for LEED GOLD certification |

Sustainable Energy Management

The Group’s energy consumption is influenced by the scale, complexity and duration of projects undertaken during the reporting period. Recognising that energy use is a key contributor to GHG emissions and operational costs, GDB adopts a prudent approach to energy management, focusing on improving energy efficiency across our operations and project sites. Energy considerations are integrated into project planning and operational controls to ensure that consumption remains aligned with operational requirements while supporting efficiency objectives.

As part of our climate mitigation efforts, GDB applies a life cycle perspective to identify opportunities to reduce energy consumption and associated emissions across our activities. This includes prioritising the procurement of materials and products sourced close to project sites, where practicable, to reduce transportation-related energy use.

SUSTAINABILITY STATEMENT (CONT'D)

In parallel, the Group promotes energy conservation awareness through training programmes, staff engagements and site-level toolbox briefings. These initiatives reinforce accountability among employees and subcontractors while encouraging energy-efficient practices across project sites. Collectively, these measures support the Group's efforts to manage climate-related risks, reduce emissions intensity and strengthen operational resilience in response to evolving regulatory and stakeholder expectations.

| TOTAL ENERGY CONSUMPTION (GJ) | | | | | | | | | |
|-------------------------------|----------------------------|-----------|-------|--------|------------------------|-------|--------|--------------------|-----------------------------------|
| Period | Total Non-Renewable Energy | | | | Total Renewable Energy | | | Total Energy Input | % of Total Renewable Energy Input |
| | Electricity | Fuel | Gas | Others | Solar | Steam | Others | | |
| FY2025 | 9,244.51 | 41,587.46 | 26.36 | 0 | 0 | 0 | 0 | 50,858.33 | 0% |
| FY2024 | 2,163.46 | 20,877.19 | 9.80 | 0 | 0 | 0 | 0 | 23,050.44 | 0% |
| FY2023 | 3,685.41 | 28,939.89 | 48.14 | 0 | 0 | 0 | 0 | 32,673.44 | 0% |

The Group's energy consumption primarily comprises electricity and fuel used in construction machinery, equipment and site operations across active project sites. As construction activity levels fluctuate depending on the scale and duration of projects undertaken, total energy consumption may vary from year to year.

During the year under review, total energy input increased compared to the previous reporting period, reflecting a higher level of construction activities across the Group's project portfolio. Energy consumption is closely monitored as part of GDB's efforts to manage operational efficiency and reduce GHG emissions associated with our activities.

Currently, the Group does not utilise renewable energy sources such as solar power at its construction sites. This is primarily due to the temporary nature of construction project sites, where site infrastructure and facilities are established only for the duration of project execution. As a contractor, GDB is generally responsible for construction activities rather than the long-term ownership or operation of the buildings being developed. As such, the installation of renewable energy systems such as solar panels is typically determined by the project owners or incorporated during the building's operational phase rather than during the construction stage.

Nevertheless, the Group continues to explore practical opportunities to improve energy efficiency across our operations through responsible energy management practices and operational optimisation.

WATER & WASTE MANAGEMENT

In the resource-intensive construction sector, the responsible management of water consumption and the systematic reduction of construction waste are essential to mitigating environmental impacts and improving resource efficiency. Water and waste management therefore represent material environmental considerations for GDB, given the nature and scale of construction activities undertaken by the Group.

Construction operations typically require the use of water for various processes and may generate different waste streams, including construction and demolition waste. To address these impacts, GDB adopts a structured approach to managing water use and waste generation, focusing on efficient resource utilisation, pollution prevention and compliance with applicable environmental regulations. These measures support the Group's efforts to minimise environmental impacts while promoting responsible and sustainable project delivery.

SUSTAINABILITY STATEMENT (CONT'D)

Water Conservation and Efficiency

GDB recognises the importance of responsible water management and strives to optimise water use across project sites. The Group implements practical measures to reduce reliance on municipal water supplies while improving water efficiency during construction activities.

Where feasible, onsite initiatives such as silt traps are implemented to capture and treat wash water generated during construction processes. The treated water can then be reused for non-potable purposes, including dust suppression and vehicle washing, thereby reducing overall water withdrawal from external sources.

Through these measures, GDB seeks to improve water efficiency at project sites while supporting the sustainable management of local water resources and minimising potential environmental impacts arising from construction activities.

Water consumption at GDB's project sites is primarily derived from municipal potable water supplies, which are used for construction-related activities such as concrete works, cleaning and dust suppression. During the year under review, total water withdrawal increased compared to the previous reporting period, reflecting the scale and intensity of construction activities undertaken across the Group's project portfolio.

Where feasible, rainwater collected at project sites is utilised for non-potable purposes such as vehicle tyre washing prior to leaving the construction site and general site cleaning activities. At present, the volume of harvested rainwater is not separately measured, as it is used directly for operational purposes at site. The Group will continue to assess opportunities to improve water monitoring and measurement capabilities as part of our ongoing efforts to strengthen resource management practices.

| TOTAL VOLUME OF WATER WITHDRAWAL (m ³) | | | | | | | |
|--|---------------|-------------|--------------|-----------------|---------------------|-----------|----------------|
| Period | Surface Water | Groundwater | Quarry Water | Municipal Water | Harvested Rainwater | Total | Water Recycled |
| FY2025 | 0 | 0 | 0 | 75,031.00 | 0 | 75,031.00 | 0 |
| FY2024 | 0 | 0 | 0 | 53,683.00 | 0 | 53,683.00 | 0 |
| FY2023 | 0 | 0 | 0 | 65,451.20 | 0 | 65,451.20 | 0 |

Water Quality and Effluent Discharge

Complementing our water conservation efforts, GDB maintains strict controls over the quality of water discharged from construction sites to prevent pollution and protect surrounding water bodies. The Group implements appropriate treatment and filtration measures to manage silty runoff generated during construction activities, ensuring that discharged water complies with applicable regulatory requirements before entering external drainage systems.

Effective effluent management is an important aspect of GDB's environmental stewardship. Across our project sites, the Group implements a combination of physical and operational controls to manage surface runoff and wastewater generated during construction processes.

SUSTAINABILITY STATEMENT (CONT'D)

Effluent Management Infrastructure

Site drainage systems are designed to intercept, channel and treat runoff at the source to minimise the risk of water contamination. Key infrastructure and control measures include:

- **Earth Drains** to guide and regulate water flow across construction areas and prevent uncontrolled runoff.
- **Silt Traps and Water Treatment Tanks** to capture sediments and remove contaminants from runoff water
- **Sedimentation Ponds** that allow suspended particles to settle naturally before treated water is discharged.

These measures help ensure compliance with regulatory requirements while reducing the potential environmental impact of construction activities on nearby waterways.

Independent Monitoring and Compliance

To verify the effectiveness of these controls, GDB engages independent environmental consultants to conduct periodic water quality monitoring at designated discharge points. These assessments evaluate key parameters in accordance with Malaysia's National Water Quality Standards (NWQS).

Monitoring focuses on indicators such as:

- **Biological Oxygen Demand (BOD)** and **Chemical Oxygen Demand (COD)** to assess organic and chemical loads in discharged water.
- **Total Suspended Solids (TSS)** to ensure effective removal of sediments and particulates.

The results of these assessments are reviewed against national benchmarks to ensure compliance with environmental regulations and to enable timely corrective actions where necessary. Through this structured monitoring approach, GDB strengthens our oversight of effluent management and minimises potential risks to surrounding aquatic ecosystems.

| WATER DISCHARGE OR EFFLUENTS | | | | |
|------------------------------|---|--|---|-------------------------|
| Period | Surface Water discharge (River, lake, stream, Pond) (m ³) | Sub Surface Discharge Public Sewer (m ³) | Off Site water treatment discharge Kualiti Alam (m ³) | Total (m ³) |
| FY2025 | 0 | 216 | 0 | 216 |
| FY2024 | 0 | 99 | 0 | 99 |
| FY2023 | 0 | 82 | 0 | 82 |

Waste Management

Waste management is a material environmental matter for GDB due to the nature of construction activities, which generate various waste streams throughout the project lifecycle. The Group manages waste through a disciplined approach supported by our Sustainability Policy and integrated QESH Management System. Waste-related risks are identified and managed at project sites through clear procedures covering segregation, storage, handling and disposal, with particular attention given to scheduled and hazardous waste. Performance is monitored through regular site inspections and wastage tracking, with outcomes reviewed by management to support compliance, operational efficiency and continuous improvement.

SUSTAINABILITY STATEMENT (CONT'D)

Segregation and Recycling

In line with the Group's waste management approach, the 3R principles are implemented across all project sites, beginning with proper waste segregation. Clearly labelled and designated storage areas are provided for different waste categories, including the identification of scheduled and hazardous waste to prevent cross-contamination.

Daily housekeeping activities are carried out by designated workers to maintain orderly and safe site conditions. Where feasible, waste materials are identified for reuse or recycling to minimise landfill disposal. For example, concrete waste is repurposed for construction-related applications, while timber and scrap metal are collected and sent for recycling. Excavated sand that is unsuitable for immediate use may be washed to remove impurities before being reused in construction materials.

In addition, wastage levels for major construction materials are monitored and reviewed during management meetings to track performance and identify opportunities for improvement.

Waste Generation and Recycling Performance

Construction activities generate various waste streams, including general construction waste and smaller quantities of hazardous waste. GDB monitors waste generation across all project sites and implements waste segregation and recycling practices to minimise landfill disposal and support responsible resource management.

During the year under review, the Group recorded an increase in total waste generated compared to the previous reporting period, reflecting the scale of construction activities undertaken. Nevertheless, recycling efforts continued to improve, with **65.63% of total waste generated in FY2025 diverted from disposal through recycling and reuse initiatives**, compared to **60.56% in FY2024**. These outcomes demonstrate the effectiveness of the Group's waste management practices and our continued commitment to the 3R principles in managing construction waste.

| TOTAL WASTE GENERATED (Tonnes) | | | | | | | |
|--------------------------------|-----------------|---------------|-----------------------|-----------------------------------|-------------------------|---------------------|--------------------|
| Period | Hazardous Waste | General Waste | Total Waste Generated | Recycled (diverted from disposal) | Waste Sent for Disposal | Total Waste Managed | Recycling Rate (%) |
| FY2025 | 2.54 | 3,222.95 | 3,225.49 | 6,155.31 | 3,222.95 | 9,378.26 | 65.63 |
| FY2024 | 1.72 | 2,799.30 | 2,801.02 | 4,298.54 | 2,799.30 | 7,097.84 | 60.56 |
| FY2023 | 0.29 | 3,593.79 | 3,594.08 | 1,325.86 | 3,593.79 | 4,919.65 | 26.95 |

RESOURCE MANAGEMENT

Resource management is a material consideration for GDB, given the construction sector's reliance on natural resources such as raw materials, water and energy. Inefficient resource utilisation can increase environmental impacts, operational costs and supply-related risks across the project lifecycle.

The Group adopts a responsible approach to resource management by promoting the efficient use of materials, reducing waste and minimising environmental impacts associated with construction activities. These practices support effective risk management, operational efficiency and sustainable project delivery, while contributing to the Group's broader environmental sustainability objectives.

SUSTAINABILITY STATEMENT (CONT'D)

Sustainable Material Management

For our projects that are or seeking for Green Building Index ("GBI"), GreenRE or LEED certification, we practise purchasing with an Eco-Friendly Material Management process. This approach ensures that the materials we use are not only environmentally responsible but also contribute to the broader goals of sustainable development.

A key component of our process is material tracking, which requires our suppliers to provide detailed information on the recycled content and reuse value of their raw materials. We aim to reduce waste and promote circular economy principles by prioritising materials with high recycled content and reuse potential. Additionally, we carefully evaluate the distance between project sites and material sources, opting for locally sourced materials whenever feasible. This practice not only minimises the carbon footprint associated with transportation but also supports local economies and community development.

Our emphasis on local purchasing further enhances the eco-friendliness of our activities. By sourcing materials from nearby suppliers, we reduce logistical emissions, foster regional economic growth, and build stronger relationships with local stakeholders. These efforts are integral to our sustainability strategy, ensuring that our projects align with environmental best practices while delivering long-term benefits to the communities we serve.

Through responsible sourcing practices and sustainable material selection framework, GDB aims to minimise environmental impacts associated with construction materials while promoting more sustainable and efficient use of resources across our projects.

Sustainable Material Selection and Certification Framework

To ensure that project materials support high environmental performance standards, GDB implements a structured material selection and certification framework. This multi-stage process ensures that materials used throughout the construction lifecycle align with sustainability requirements and contribute to the achievement of recognised green building certifications.

Stage 1: Technical Identification and Strategic Sourcing

Upon the award of a project, we identify sustainable material requirements based on the Architect's technical specifications outlined in the contract documentation. The Group then works with our network of suppliers and subcontractors to source materials that comply with these sustainability and performance requirements.

Stage 2: Technical Review and Approval

Material catalogues and technical data sheets are compiled and submitted to the Architect for review and approval. This process ensures that proposed materials meet the required technical, functional and aesthetic standards for the project.

Stage 3: Procurement and Operational Execution

Once approval is obtained, the procurement process proceeds with the sourcing and delivery of approved materials to the project site. Logistical controls are implemented to ensure that only verified and compliant materials are incorporated into construction activities.

Stage 4: Compliance Documentation and Sustainability Verification

To support green building certification requirements, all approved material documentation and technical specifications are submitted to the project's Sustainability Consultant. These records serve as supporting evidence for sustainability performance scoring under recognised certification systems such as LEED (Leadership in Energy and Environmental Design), GreenRE, and the Green Building Index (GBI).

Stage 5: Final Verification and Certification

Upon project completion, the Sustainability Consultant coordinates with the relevant green certification bodies to verify compliance with the applicable sustainability standards. This process enables the project to obtain the targeted certification, providing independent assurance of the project's environmental performance and GDB's commitment to sustainable construction practices.

SUSTAINABILITY STATEMENT (CONT'D)

Construction Material

The construction sector relies heavily on a wide range of raw materials, including timber, steel and quarry materials, which are essential for structural integrity and project delivery. The responsible management and efficient utilisation of these materials are therefore important considerations in reducing environmental impacts, controlling material wastage and supporting sustainable construction practices.

As part of our resource management approach, we monitor the consumption of key construction materials across our projects. Tracking material usage provides greater visibility over resource utilisation and enables the Group to identify opportunities to improve material efficiency, minimise waste generation and optimise procurement planning.

The table below presents the quantity of selected construction materials used during the reporting period.

| CONSTRUCTION MATERIALS UTILISATION | | | | | |
|------------------------------------|-----------------|------------------|--------------------|---------------|---------------------------|
| Period | Timber (Tonnes) | Plywood (Pieces) | Steel Bar (Tonnes) | BRC Mesh (m2) | Quarry Materials (Tonnes) |
| FY2025 | 601.97 | 49,822.00 | 27,210.31 | 393,294.00 | 16,171.67 |
| FY2024 | 319.39 | 20,685.00 | 8,291.28 | 133,426.99 | 6,797.56 |
| FY2023 | 142.86 | 8,590.00 | 5,791.37 | 53,766.80 | 4,833.38 |

Construction Materials Utilisation

The Group's consumption of construction materials, including timber, steel bar, BRC mesh and quarry materials, increased in FY2025 compared to previous reporting periods, reflecting the progression of key projects into more advanced stages of construction. As projects move beyond preliminary and foundation works into structural and superstructure phases, material intensity typically increases.

Material usage trends are therefore closely aligned with project timelines, scale and construction phases. GDB continues to monitor the utilisation of key construction materials across project sites as part of our resource management approach, providing visibility over consumption patterns and supporting efforts to optimise material use and minimise wastage.

Through structured procurement processes, material tracking and the implementation of **3R (Reduce, Reuse and Recycle) practices**, the Group seeks to enhance material efficiency while managing environmental impacts associated with construction activities.

BIODIVERSITY

Biodiversity plays an important role in maintaining ecological balance and supporting the well-being of communities and natural ecosystems. GDB recognises the importance of protecting biodiversity in areas where the Group operates and remains mindful that construction activities may have potential impacts on surrounding habitats and ecosystems. Responsible project planning and effective site management therefore play an important role in minimising potential disturbances to flora, fauna and natural habitats. These considerations support GDB's broader commitment to environmental stewardship and sustainable development, and contribute to SDG 15: Life on Land.

Biodiversity considerations are addressed through the Group's environmental management practices, guided by our **Sustainability Policy** and **ISO 14001:2015-certified Environmental Management System**. This includes implementing site controls to prevent pollution, managing waste and surface runoff, and ensuring compliance with applicable environmental laws and regulatory requirements. Where relevant, the Group adopts appropriate measures to minimise disturbance to natural habitats and promote responsible resource use as part of its broader environmental stewardship efforts.

SUSTAINABILITY STATEMENT (CONT'D)

Site-Level Biodiversity Practices

For projects where construction activities may have the potential to affect surrounding ecosystems, GDB undertakes **Environmental Impact Assessments (EIA)** to establish project-specific environmental and biodiversity profiles and to identify potential risks. Based on the findings of these assessments, suitable mitigation measures are implemented during the planning and construction phases. These measures may include controls to manage land disturbance, prevent pollution and protect nearby environmental features.

At present, the Group's ongoing projects are **not located within or adjacent to designated biodiversity-protected areas**. Based on project-level assessments conducted during the reporting period, no habitats of species listed under the **International Union for Conservation of Nature (IUCN) Red List of Threatened Species** or national conservation lists were identified within areas affected by the Group's operations.

GDB remains attentive to potential biodiversity considerations and will undertake the necessary environmental assessments should future projects be located in environmentally sensitive areas.

SOCIAL SUSTAINABILITY

Social sustainability at GDB is grounded in our commitment to understanding, respecting and responsibly managing the impacts of our operations on people, both within our organisation and across our value chain. We recognise that our business activities influence livelihoods, working conditions and community well-being in meaningful and lasting ways.

Building strong and trusted relationships with stakeholders is therefore central to how we operate. From our employees and supply chain workers to customers and the communities surrounding our project sites, we strive to foster safe, respectful and inclusive environments where individuals are treated with dignity and are able to contribute and grow alongside our business.



| Material Matters | Related SDGs |
|---|---|
| Human Rights | SDG 1: Supporting poverty reduction in communities where we operate through community initiatives and socio-economic support. |
| Safety & Health | SDG 3: Prioritising the prevention of injuries, occupational illnesses and fatalities at project sites. |
| Human Capital Development | SDG 5: Promoting gender equality and empowering women in the workplace. SDG 8: Promoting sustained, inclusive economic growth and decent work through fair employment practices and workforce development. |
| Corporate Social Responsibility ("CSR") | SDG 10: Supporting fair labour practices, safe working conditions and inclusive access to opportunities. |

Our social sustainability priorities focus on four key material matters: Human Rights, Safety and Health, Human Capital Development, and CSR. These priorities are aligned with the United Nations Sustainable Development Goals, guiding how we safeguard worker welfare, promote responsible labour practices and support the communities where we operate.

SUSTAINABILITY STATEMENT (CONT'D)

In line with SDG 3 (Good Health and Well-Being), we place strong emphasis on protecting the safety and health of our employees and workers across our value chain by prioritising the prevention of workplace injuries, occupational illnesses and fatalities. Our commitment to SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduced Inequalities) is reflected in our efforts to promote fair labour practices, safe working conditions, social inclusion and equitable access to opportunities.

We also support SDG 5 (Gender Equality) by encouraging inclusive participation and strengthening capabilities through continuous human capital development. Beyond our operational footprint, our corporate social responsibility initiatives contribute to community well-being and socio-economic resilience, supporting efforts to reduce poverty in the communities where we operate in line with SDG 1 (No Poverty).

Through these efforts, GDB seeks to create a work environment and project ecosystem where safety, respect and shared progress are fundamental to how we deliver our projects and engage with society.

Human Rights

GDB is committed to respecting and upholding the fundamental human rights of all individuals affected by our operations, in line with our Sustainability Policy, which applies to all directors, employees and business associates of the Group. We recognise that our responsibilities extend across our workforce, supply chain and the communities in which we operate.

Guided by our commitment to ethical and transparent business practices, we strive to provide fair, safe and respectful working environments, while rejecting all forms of discrimination based on race, religion, gender, age, disability, nationality or ethnicity.

While a dedicated Human Rights Policy is currently under development, our existing Sustainability Policy, Code of Ethics and Conduct, and operational practices establish clear expectations on merit-based employment, workforce development and the protection of dignity and well-being in the workplace. These commitments are embedded within our sustainability governance framework, which assigns accountability across the Group to identify, manage and mitigate social and human rights-related risks responsibly.

These principles are reflected in our approach to labour practices, particularly in the management of foreign workers and site personnel across our projects.

Fair Labour Practices

We believe that a sustainable business is built on the foundation of ethical treatment and mutual respect. Under our human rights framework, GDB is committed to upholding fair labour practices that safeguard the rights and dignity of individuals across our workforce.

- *Ethical Recruitment & Compliance:* We maintain a zero-tolerance approach to illegal labour practices. All foreign workers are onboarded through transparent processes in compliance with national immigration and labour regulations, ensuring that recruitment is conducted fairly, legally and on a voluntary basis.
- *Dignified Living Standards:* We provide worker accommodations that comply with, and in many instances exceed, the Workers' Minimum Standards of Housing, Accommodations and Amenities (Amendment) Act 2019 (Act 446). Cleanliness, safety and adequate living conditions are prioritised to ensure workers have a secure and comfortable environment outside of working hours.
- *Safety, Health and Welfare:* The well-being of our workforce remains a priority. In addition to regulatory compliance, we implement welfare initiatives and site safety measures designed to safeguard the physical health and overall welfare of our workers.

GDB does not view labour standards as a compliance exercise alone. We continue to monitor and strengthen our practices to maintain a workplace environment that is respectful, safe and free from exploitation.

SUSTAINABILITY STATEMENT (CONT'D)

Child Labour

The Group maintains a firm commitment to protecting the rights and well-being of children. Child labour, forced labour and all forms of modern slavery are strictly prohibited across our operations and business relationships.

In line with our Sustainability Policy, we ensure that all individuals employed across our projects meet the legal age requirements for employment. Our hiring and workforce management processes are designed to prevent exploitative labour practices while promoting a workplace grounded in ethical and lawful employment. Operations are conducted in accordance with Malaysian labour laws and regulatory requirements.

Supply Chain Accountability & Oversight

Human rights responsibilities extend beyond our direct workforce to include contractors, subcontractors and other business partners involved in our projects. Maintaining consistent labour standards across this extended value chain is therefore an important part of our sustainability approach.

To support this commitment, the Group implements several measures:

Contractual Obligations: Contractors, subcontractors and business partners are required to comply with applicable labour laws and adhere to our labour and human rights expectations as stipulated in contractual agreements.

Site-Level Controls: Project teams carry out site-level monitoring and identity verification processes to ensure that only authorised personnel are present at project sites and that all workers meet legal employment requirements.

These practices help ensure that contractors and business partners operating on our project sites uphold responsible labour standards and comply with applicable employment laws and regulations.

Anti-Harassment and Workplace Conduct

The Group maintains a zero-tolerance stance towards harassment of any kind, including sexual harassment, bullying, discrimination and any form of abuse of power. We recognise that dignity, safety and psychological well-being are fundamental to a healthy workplace.

In line with our Sustainability Policy and Code of Ethics and Conduct, we are committed to fostering a work environment that is respectful, inclusive and free from harassment, intimidation or discrimination. These expectations for professional conduct apply to all employees and business associates across our operations.

To support this commitment, clear reporting and escalation channels have been established to allow concerns to be raised in good faith and addressed in a timely manner. Reported cases are handled fairly and confidentially, with due consideration given to the rights and well-being of all parties involved.

Through ongoing awareness efforts and active management oversight, we aim to prevent workplace harassment and foster a culture of accountability, mutual respect and ethical conduct across the organisation.



SUSTAINABILITY STATEMENT (CONT'D)

Human Rights & Labour Standards Performance Record

In FY2025, the Group recorded zero reported incidents or complaints across key human rights and labour indicators, reflecting our continued commitment to responsible labour practices and workplace integrity.



Safety and Health

As a CIDB G7 contractor, the Group recognises that large-scale construction activities involve inherent safety risks. Protecting the health and safety of employees, subcontractors and site personnel is therefore a fundamental priority across all our operations.

Our approach to Safety and Health (“S&H”) is guided by a culture of prevention, strong regulatory compliance and continuous improvement. By maintaining safe working environments and disciplined safety practices, we aim to minimise workplace incidents while supporting the efficient delivery of our projects.

This commitment is reinforced through a set of internationally recognised management systems. The Group operates an Integrated Management System that embeds safety, quality and environmental considerations throughout the project lifecycle.

- **Occupational Health & Safety:** ISO 45001:2018 & SHASSIC
- **Quality Management:** ISO 9001:2015, QLASSIC, & BUILDQAS
- **Environmental Management:** ISO 14001:2015



SUSTAINABILITY STATEMENT (CONT'D)

Our Strategic S&H Framework

In addition to regulatory compliance, structured risk management practices are implemented to safeguard workers and partners across our project sites.

HIRARC & Safe Work Methods: At the heart of our operations is the Hazard Identification, Risk Assessment, and Risk Control (HIRARC) framework. This framework is integrated into Safe Work Method Statements (“SWMS”), ensuring that work activities are planned with appropriate safety controls to mitigate potential hazards before work begins.

Collaborative Oversight: Safety is a shared responsibility. We conduct regular S&H meetings involving both GDB staff and subcontractor representatives. These engagements help ensure that safety procedures are clearly communicated and consistently implemented across all project stakeholders.

The Productivity Link: We recognise that strong safety practices contribute to a more stable and productive work environment. By prioritising the well-being of workers and maintaining disciplined safety management, we seek to reduce disruptions, support workforce morale and deliver projects more efficiently.

Safety Practices and Monitoring Procedures

S&H monitoring practices are implemented across project sites to proactively identify safety risks, determine root causes and implement corrective measures. Onsite personnel are provided with a dedicated manual outlining S&H roles and responsibilities tailored to construction site operations.

Monthly Environmental, Safety and Health (ESH) committee meetings are conducted with the subcontractors’ project managers and relevant site personnel in attendance. These meetings review key safety matters, including ESH statistics on manpower, accident and near-miss occurrences, safety observations and audit findings.

An inspection checklist is also regularly completed to assess workplace conditions, covering welfare facilities, fire and emergency equipment, first aid provisions, scaffolding, plant and machinery, and other essential safety equipment.

To further reduce the risk of injuries, particularly falls from height, enhanced safe working practices have been implemented. These include fall prevention systems at floor openings, hard barricade systems for edge protection up to the highest working floor, designated safe access routes, and strengthened electrical safety practices.



SUSTAINABILITY STATEMENT (CONT'D)

Sustainability Compliance Framework for Sub-contractors and Suppliers

Prior to being accredited into our supply chain, contractors are informed of the requirement to comply with the Group's Anti-Bribery and Corruption Policy (ABC Policy), Quality, Environmental, Safety and Health Management System (QESHMS), as well as relevant ISO standards.

They are also made aware of applicable statutory, regulatory and safety requirements aimed at hazard prevention and risk minimisation throughout project execution.

Material suppliers requiring on-site storage are required to provide Safety Data Sheets (SDS) and coordinate with the site Environmental, Safety and Health officer to ensure compliance with established environmental and safety protocols.

Compliance and Quality Assurance

Business practices across the Group are periodically reviewed by an independent internal auditor to ensure compliance with internal policies, procedures and applicable regulatory requirements.

The Quality, Environmental, Safety and Health (QESH) Department oversees the implementation of the Group's QESHMS and conducts regular quality, environmental, safety and health assessments at project sites throughout the construction period.

These inspections follow structured monitoring and control procedures, including periodic internal audits and site assessments to evaluate compliance with established standards.

Subcontractors found to be non-compliant with QESHMS requirements may face corrective actions ranging from non-compliance reports and financial penalties to potential blacklisting, depending on the severity of the breach.

To further strengthen workmanship quality and safety performance, projects are assessed through QCLASSIC, BuildQAS and SHASSIC, benchmarking performance against recognised construction industry standards.

Safety & Health Target and Performance

The Group is guided by a **"Vision Zero" philosophy**, reflecting our aspiration that workplace incidents can be prevented through strong safety leadership, disciplined work practices and continuous vigilance across project sites. This philosophy reinforces our commitment to maintaining safe working environments and strengthening safety awareness among employees, subcontractors and site personnel.

Through consistent implementation of safety management systems, risk assessments and site monitoring practices, we strive to minimise workplace incidents and safeguard the well-being of everyone involved in our projects.

Safety performance is monitored through key indicators such as hours worked, lost time incidents and fatalities across both employees and contractors operating at project sites.

SUSTAINABILITY STATEMENT (CONT'D)

| SAFETY AND HEALTH PERFORMANCE | | | | |
|-------------------------------|------------------------------|---|----------------------------------|----------|
| Period | Total Number of Hours Worked | Amount of Time Lost Due to Workplace Injuries | Lost Time Incident Rate ("LTIR") | Fatality |
| EMPLOYEES | | | | |
| FY2025 | 75,179.76 | 0 | 0 | 0 |
| FY2024 | 88,607.52 | 0 | 0 | 0 |
| FY2023 | 92,192.00 | 0 | 0 | 0 |
| CONTRACTORS (PROJECT SITES) | | | | |
| FY2025 | 4,717,860 | 0 | 0 | 0 |
| FY2024 | 3,960,827 | 0 | 0.05 | 1 |
| FY2023 | 3,484,182 | 0 | 0 | 0 |

Notes:

- ^[1] Injury, fatality rates and lost days are calculated based on the GRI Standards recommendation of per 200,000 hours worked.
- ^[2] The Lost Time Incident Rate (LTIR) measures workplace safety by calculating the number of incidents resulting in employees and contract workers being unable to work due to injury or illness, expressed as the number of such incidents per 200,000 hours worked. OSH data is scoped to all development sites.

In FY2025, the Group recorded **zero lost time incidents** and **zero fatalities** across both employees and contractors. This performance reflects continued efforts to strengthen site safety management, reinforce compliance with established safety procedures and promote greater safety awareness across project teams and subcontractors.



SUSTAINABILITY STATEMENT (CONT'D)

FY2025 Safety Performance vs. Targets

For FY2025, the Group achieved its key safety targets, reflecting continued emphasis on proactive risk management, disciplined safety practices and strong safety leadership across project sites.

| Key Performance Indicator (KPI) | FY2025 Target | FY2025 Actual | Status |
|-----------------------------------|---------------|---------------|----------|
| Lost Time Injury Rate (LTIR) | Zero | 0.00 | Achieved |
| Time Lost due to Workplace Injury | Zero | 0.00 | Achieved |
| Workplace Fatalities | Zero | 0.00 | Achieved |

FY2025 Safety Target Achievement



SUSTAINABILITY STATEMENT (CONT'D)

Training and Awareness

Building strong safety awareness across our workforce remains an important component of the Group's S&H management approach. Regular training programmes are conducted to strengthen employees' safety competencies and ensure that safe work practices are consistently applied across project sites.

Safety & Health Training Participation

Strengthening Safety Awareness and Competency Across Our Workforce



During the year under review, employees participated in a range of S&H training programmes designed to enhance technical knowledge and reinforce safety awareness. These programmes were attended by both office- and site-based employees, as well as contractors, subcontractors and suppliers involved in project activities. In FY2025, **119 employees completed a total of 218 hours of Safety and Health training** across various courses, reflecting our continued commitment to strengthening safety knowledge and maintaining a proactive safety culture.

NUMBER OF EMPLOYEES TRAINED ON SAFETY AND HEALTH STANDARDS

| Period | Total Number of Employees | Total Number of employees trained on safety and health standards |
|--------|---------------------------|--|
| FY2025 | 253 | 119 |
| FY2024 | 203 | 66 |
| FY2023 | 197 | 42 |

SUSTAINABILITY STATEMENT (CONT'D)

The table below shows the types of safety and health training conducted in FY2025.

| FY2025 Safety and Health Training Topics | No of Hours | No. of Employees |
|--|-------------|------------------|
| Flagman/ Banksman Awareness Training | 4 | 5 |
| CDM Regulation 2024 for Contractor | 7 | 13 |
| Seminar & Dialog - Safety Matters 2025 | 14 | 3 |
| Scaffold Supervisor Courses (Basic, Intermediate & Advance) | 42 | 1 |
| 2025 Commuting Safety : Road Safety Heroes | 14 | 1 |
| OSH Revolution in Construction | 7 | 2 |
| Lifting Plan | 14 | 1 |
| Seminar Pengenalan Asas Pengurusan Keselamatan Dan Kesihatan Pekerja Binaan - "Misi Zero Kemalangan" | 7 | 5 |
| Fire Protection Insight Series 2025 | 5 | 1 |
| Forklift Safety Competency Training | 7 | 1 |
| Basic Occupational First Aid, CPR & AED Training Program | 7 | 20 |
| Kursus Pengukuhan Kawalan Denggi Kepada Kontraktor Tapak Bina WPKL & WPP Tahun 2025 | 7 | 7 |
| Cranes and Lifting Gears Safety Inspection (CLGSI) | 14 | 2 |
| Plant & Construction Machineries Inspections Course | 14 | 1 |
| National Occupational Safety & Health Seminar & workplace self Regulation Convention and OSH Seminar in the Construction Sector 2025 | 14 | 3 |
| OSHCAN 2025 - Occupational Safety & Health Conference (Accident Prevention) | 14 | 1 |
| Designated Person for Excavation Safety and Excavation Inspector Training | 7 | 5 |
| Taklimat Latihan Organisasi Keselamatan Kebakaran | 4 | 19 |
| Fire Drill and Emergency Response Training with BOMBA Shah Alam | 14 | 1 |
| Introduction on Scaffold TG20 | 2 | 27 |
| Total | 218 | 119 |



Fire & Chemical Spillage Drill Training with BOMBA

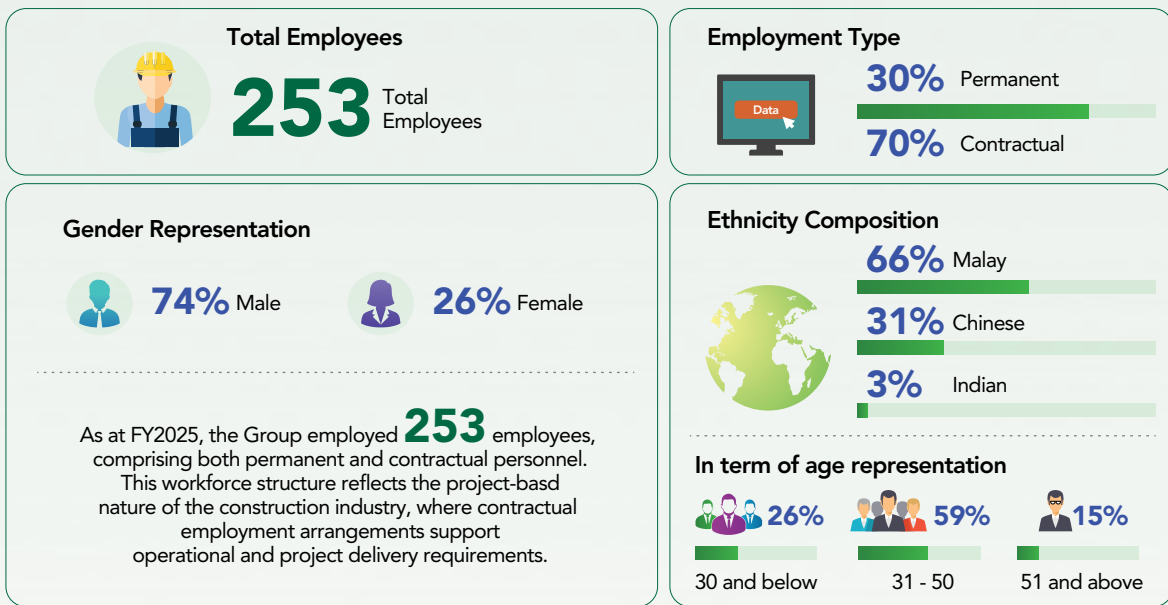


Workers undergoing scaffold safety training to reinforce safe work practices.

SUSTAINABILITY STATEMENT (CONT'D)

Human Capital Development

GDB Workforce Snapshot FY2025



Our Workforce

Human capital plays a central role in supporting the Group's operational performance. Our people are at the heart of what we do and are key contributors to our sustainability journey. We therefore place strong emphasis on attracting, retaining and developing capable individuals who share our values and are committed to growing together with the organisation.

Strong human capital practices and sustainability standards reinforce one another, enabling employees to grow alongside the business while strengthening organisational resilience in response to evolving workforce and societal expectations.

Diversity and Inclusivity

We believe that a diverse and inclusive workplace strengthens both our people and our organisation. By bringing together individuals with different backgrounds, experiences and perspectives, we create an environment where ideas can be shared openly and collaboration can flourish across both office and project site teams.

Fostering a workplace that respects the rights and contributions of every individual helps us attract and retain talent while building a culture of mutual respect, trust and belonging.

Diversity in the Workforce

As a construction company, we recognise that improving workforce diversity presents both opportunities and challenges within the industry. The Group therefore seeks to enhance representation across different demographics and organisational levels, from the Board of Directors to site management teams.

Balancing experience with fresh perspectives supports knowledge sharing and innovation, while efforts to encourage gender inclusivity in traditionally male-dominated roles help build a more adaptable and resilient organisation.

SUSTAINABILITY STATEMENT (CONT'D)

The composition of our workforce reflects the range of skills, experience and backgrounds required to support our operations across both office functions and construction project sites.

| WORKFORCE DIVERSITY | | | | | | |
|---------------------------|------------|------------|------------|------------|------------|------------|
| | FY2025 | | FY2024 | | FY2023 | |
| | Number | % | Number | % | Number | % |
| BY EMPLOYMENT TYPE | | | | | | |
| Permanent | 76 | 30 | 77 | 38 | 95 | 48 |
| Contractual | 177 | 70 | 126 | 62 | 102 | 52 |
| BY GENDER | | | | | | |
| Male | 187 | 74 | 145 | 71 | 132 | 67 |
| Female | 66 | 26 | 58 | 29 | 65 | 33 |
| BY AGE GROUP | | | | | | |
| 30 and below | 63 | 25 | 32 | 16 | 40 | 20 |
| 31 - 50 | 149 | 59 | 126 | 62 | 115 | 59 |
| 51 and above | 41 | 16 | 45 | 22 | 42 | 21 |
| BY ETHNICITY | | | | | | |
| Malay | 167 | 66 | 121 | 60 | 95 | 48 |
| Chinese | 78 | 31 | 77 | 38 | 95 | 48 |
| Indian | 7 | 3 | 3 | 1 | 4 | 2 |
| Other Ethnic Minorities | 1 | 0 | 2 | 1 | 3 | 2 |
| Non-Malaysian | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 253 | 100 | 203 | 100 | 197 | 100 |

As at FY2025, the Group employed 253 employees, comprising both permanent and contractual personnel. This workforce structure reflects the project-based nature of the construction industry, where contractual employment arrangements often support project delivery requirements.

In terms of gender representation, the workforce continues to be predominantly male, reflecting broader industry trends within the construction sector. Nevertheless, the Group supports efforts to encourage greater female participation across both office and technical roles within the organisation.

Inclusivity in the Workforce

The Group continues to monitor workforce inclusivity across different organisational levels to ensure balanced representation in terms of gender and age. As shown in the table below, employees across various age groups contribute to the organisation's operational and leadership capabilities, while gender representation remains broadly reflective of industry trends within the construction sector.

Monitoring these trends enables the Group to better understand workforce composition and support a more inclusive and sustainable talent pipeline across management, executive and non-executive roles.

SUSTAINABILITY STATEMENT (CONT'D)

| WORKFORCE DISTRIBUTION CATEGORY GENDER AND AGE | | | | | | | | | | | | | | | |
|--|--------|--------|------|-------|------|--------|--------|------|-------|------|--------|--------|------|-------|------|
| | FY2025 | | | | | FY2024 | | | | | FY2023 | | | | |
| | GENDER | | AGE | | | GENDER | | AGE | | | GENDER | | AGE | | |
| | Male | Female | < 30 | 30-50 | > 50 | Male | Female | < 30 | 30-50 | > 50 | Male | Female | < 30 | 30-50 | > 50 |
| Senior Management | 78% | 22% | 0% | 39% | 61% | 81% | 19% | 0% | 33% | 67% | 83% | 17% | 0% | 25% | 75% |
| Managerial | 68% | 32% | 0% | 62% | 38% | 59% | 41% | 0% | 59% | 41% | 68% | 32% | 0% | 62% | 38% |
| Executive | 67% | 33% | 20% | 68% | 12% | 65% | 35% | 18% | 67% | 15% | 60% | 40% | 17% | 70% | 13% |
| Non-Executive | 81% | 19% | 41% | 53% | 6% | 82% | 18% | 23% | 63% | 14% | 74% | 26% | 41% | 46% | 13% |

Workforce Retention And Turnover

The Group's talent strategy focuses on strengthening workforce stability by attracting capable individuals and supporting their professional growth within the organisation. Recruitment processes are conducted in accordance with established procedures that are audited annually under ISO 9001:2015, with no non-compliances recorded in FY2025.

Our workplace is guided by the principles of **meritocracy and equal opportunity**, where recruitment, promotion and career advancement are based on merit, competencies and performance. The Group also maintains a work environment that promotes fairness and prohibits discrimination on the basis of race, religion, gender, age, marital status, disability, ethnicity or nationality.

Employee engagement initiatives, including training programmes, coaching sessions, workshops and internal briefings, are regularly organised to support employee development and strengthen workplace engagement. Periodic employee feedback and engagement surveys are also conducted to better understand workforce needs and improve the overall working environment.

To further support workforce retention, employee resignations are managed through formal exit interviews, allowing the Group to gather feedback and identify opportunities to enhance workplace practices and employee satisfaction. Employee turnover is monitored as part of the Group's workforce management approach to better understand employee retention trends and support effective workforce planning.

Workforce Movement

New Hires



32.8%
New Hire Rate



3
Permanent
80
Contractual

Employee Turnover



28.1%
Turnover Rate



1%
Senior Management
11%
Managerial
30%
Executive
58%
Non-Executive

Breakdown:



| EMPLOYEE TURNOVER BY CATEGORY | | | | | | |
|-------------------------------|-----------|----|-----------|----|-----------|----|
| | FY2025 | | FY2024 | | FY2023 | |
| | Number | % | Number | % | Number | % |
| Senior Management | 1 | 1 | 1 | 2 | 0 | 0 |
| Managerial | 8 | 11 | 4 | 9 | 9 | 12 |
| Executive | 21 | 30 | 26 | 61 | 25 | 34 |
| Non-Executive | 41 | 58 | 12 | 28 | 40 | 54 |
| Total | 71 | | 43 | | 74 | |

SUSTAINABILITY STATEMENT (CONT'D)

In FY2025, a total of 71 employees left the organisation, representing an overall turnover rate of approximately 28.1%, compared with 21.2% in FY2024 and 37.6% in FY2023. The majority of turnover occurred within the Executive and Non-Executive categories, which reflects the operational nature of the construction industry where workforce mobility is generally higher in project-based roles.

The Group continues to monitor turnover trends and strengthen employee engagement, development and workplace initiatives to support workforce stability and long-term talent retention.

Succession Planning

The Group recognises that long-term organisational resilience depends on developing capable leaders and skilled professionals across all levels of the workforce. Succession planning therefore forms an important part of our human capital strategy, supporting leadership continuity and the sustainable growth of the organisation.

Through structured training and development initiatives, the Human Resources Department identifies high-potential employees and provides opportunities for skills development, mentorship and career progression within the Group. These efforts support internal mobility while strengthening the pipeline of future leaders and technical specialists.

In FY2025, the Group continued to enhance our succession planning initiatives, with a focus on career development and building leadership capabilities aligned with GDB's long-term strategic objectives.

Training and Upskilling

The Group views employee development as an important investment in strengthening workforce capabilities and supporting long-term organisational growth. By equipping employees with relevant knowledge and skills, we aim to maintain a workforce that is adaptable, competent and prepared to meet the evolving demands of the construction industry.

Our training framework adopts a structured approach to identifying development needs and supporting employee growth.

Performance Appraisal Integration

Employee development needs are identified through the annual performance appraisal process, which evaluates competencies, performance and career aspirations. This helps ensure that training opportunities are aligned with both individual development goals and organisational requirements.

Annual Training Plans

Based on these assessments, tailored training plans are developed to address skill gaps, enhance technical capabilities and support continuous professional development across the organisation.

Diverse Learning Pathways

To support workforce development, the Group provides a range of learning opportunities that combine practical experience with structured training.

On-the-Job Learning and Coaching

Employees benefit from hands-on learning and guidance from experienced managers and technical leaders, facilitating the transfer of practical knowledge and industry expertise.

Technical and Skills Training

Employees participate in technical training programmes that support operational excellence and maintain compliance with industry standards and certifications.

SUSTAINABILITY STATEMENT (CONT'D)

Workshops and Seminars

Participation in professional workshops and industry seminars enables employees to remain updated on new technologies, safety practices and sustainable construction approaches.

Training and Development Performance

In FY2025, the Group continued to invest in workforce development through a range of training programmes covering safety, environmental management, technical competencies and career development. A total of **507 hours of training** programmes were conducted across various training categories, with **308 participations recorded**, reflecting the Group's commitment to strengthening employee competencies and professional growth.

Safety and Health training recorded the highest participation, with **218 training hours attended by 119 employees**, highlighting the Group's continued emphasis on maintaining strong safety awareness and operational discipline across project sites. Additional programmes covering environmental training, human rights awareness, career development and operational skills were also conducted to support continuous learning across the organisation.

Across employee categories, a total of **2,533 employee training hours** were recorded in FY2025, excluding training undertaken by the Board of Directors. The majority of training hours were undertaken by Executive and Non-Executive employees, reflecting the operational nature of the Group's activities and the importance of continuous skills development among site personnel and operational teams. While training hours increased significantly compared with FY2023, the Group continues to review training needs annually to ensure programmes remain aligned with operational requirements and workforce development priorities.

The training programmes conducted in FY2025 are summarised in the tables below.

Training & Upskilling FY2025



2533
Training Hours



308
Training Participations



119
Employees in
Safety Training



308
Average Training Hours
Per Employee

| Types of Training | Total No. of Hours | No. of Attendees |
|--|--------------------|------------------|
| Human Rights | 22 | 7 |
| Safety and Health | 218 | 119 |
| Environmental Training | 39 | 49 |
| Career Development (with certification) | 112 | 38 |
| Operational (finance, technical, risk mgt, IT and others.) | 116 | 95 |
| Total | 507 | 308 |

| TOTAL HOURS OF TRAINING BY EMPLOYEE CATEGORY | | | |
|--|--------------|--------------|--------------|
| | FY2025 | FY2024 | FY2023 |
| Board of Directors | 15 | 39 | 24 |
| Senior Management | 265 | 222 | 80 |
| Managerial | 654 | 308 | 18 |
| Executive | 922 | 682 | 124 |
| Non -Executive | 677 | 1,628 | 858 |
| Total | 2,533 | 2,879 | 1,104 |

SUSTAINABILITY STATEMENT (CONT'D)

Employee Welfare & Benefits

Employee welfare and benefits play an important role in sustaining a resilient and productive workforce, particularly within the construction industry where working conditions can be physically demanding and project-based. Supporting employees therefore extends beyond remuneration to include their physical well-being, financial security and overall quality of working life.

Our approach to employee welfare is guided by principles of fairness, care and responsibility. Benefits and support mechanisms are designed to meet the needs of our workforce while complying with applicable labour laws and industry standards. By prioritising employee welfare, we seek to foster stronger engagement, support workforce retention and maintain a stable workforce capable of delivering safe and high-quality outcomes across our projects.

The Group provides a combination of statutory and non-statutory benefits to support the well-being and financial security of employees throughout their employment lifecycle. Statutory benefits are provided in accordance with applicable labour regulations, while additional benefits are designed to enhance employee welfare, engagement and retention, and are periodically reviewed to ensure they remain relevant to workforce needs and operational requirements.

In recognition of the physically demanding nature of construction activities, particular emphasis is placed on site-based welfare provisions and their linkages to safety, health and productivity outcomes. These include access to rest areas, sanitation facilities, drinking water and other basic amenities at project sites in line with regulatory and industry standards. By supporting the physical and mental well-being of our workforce, the Group aims to reduce fatigue-related risks, strengthen on-site safety performance and sustain consistent productivity across projects.

Employee Recognition and Service Benefits

Supporting the well-being and long-term security of our workforce is an important component of GDB's people management approach. In addition to statutory employment benefits, the Group provides several initiatives aimed at recognising employee dedication and supporting their long-term well-being. These programmes reflect the Group's commitment to valuing employee contributions while fostering a supportive and inclusive workplace culture.

Permanent employees are eligible for a *Long Service Holiday Award*, granted upon the completion of every four years of continuous service with the Group. This benefit recognises the loyalty and commitment of long-serving employees and provides them with the opportunity to enjoy a well-deserved break with their families.

For fixed-term contract employees, the Group provides an *End-of-Service Gratuity* upon completion of their contractual tenure. This gratuity serves as financial recognition of employees' contributions throughout the duration of their service and supports their financial transition at the end of their employment period.

The Group also organises an *annual staff gathering*, providing employees with an opportunity to connect in a more informal setting beyond the workplace. The gathering strengthens camaraderie among employees, celebrates shared achievements and reinforces a sense of belonging across the organisation.

Through these initiatives, the Group aims to cultivate a workplace environment where employees feel valued, supported and motivated to contribute to the organisation's continued growth.



Recipients of the 10-Year Service Award recognised during the GDB Staff Get-Together Dinner 2025.

SUSTAINABILITY STATEMENT (CONT'D)

Employee Engagement and Volunteerism

Employee engagement and volunteerism play an important role in fostering a positive workplace culture and strengthening the Group's connection with the communities in which we operate. The Group encourages employees to contribute beyond their core roles by participating in initiatives that promote teamwork, social responsibility and community well-being.

Through various engagement activities and volunteer initiatives, employees are provided opportunities to support community programmes while strengthening collaboration and a shared sense of purpose across the organisation. These efforts help build stronger connections between our people, the organisation and the wider community.

These initiatives form part of the Group's broader corporate social responsibility ("CSR") approach, which focuses on supporting community development and enhancing social well-being in the areas where we operate. By encouraging employees to participate in volunteer programmes, the Group aims to create shared value for both communities and our workforce, while fostering empathy, collaboration and greater social awareness among employees.

Through these efforts, the Group seeks to contribute positively to the communities around us while reinforcing our commitment to responsible corporate citizenship and long-term social resilience.

| DATE | ACTIVITY | NUMBER OF PARTICIPANTS | CONTRIBUTION (RM) |
|-------------------|--|------------------------|-------------------|
| 23 April 2025 | University Tunku Abdul Rahman (UTAR) Career Fair | 50 – 100 Students | 3,764.00 |
| 25 September 2025 | Jabatan Keselamatan dan Kesihatan Pekerja (JKKP) Friendly Football Match | 20 | |
| 5 & 6 August 2025 | Staff Engagement Day & Leadership Training | 27 | |

Staff Engagement and Leadership Development

GDB recognises that meaningful staff engagement contributes to a collaborative workplace culture and supports the personal and professional growth of our employees. The Group encourages both formal and informal engagement initiatives that strengthen teamwork, develop leadership capabilities and foster stronger connections among employees and industry stakeholders.

In line with this approach, the Group organised a Staff Engagement Day and Leadership Training programme on 5 and 6 August 2025. The programme brought employees together through interactive activities and leadership development sessions designed to enhance teamwork, communication and problem-solving skills. These initiatives support a positive workplace culture while equipping employees with the leadership competencies needed to contribute effectively to the Group's long-term growth.



Employees participating in a team-building activity during GDB's Staff Engagement Day and Leadership Training programme held on 5-6 August 2025.



Interactive team-building exercise designed to strengthen collaboration and problem-solving among employees.



Participants receiving leadership training certificates during the Staff Engagement and Leadership Training programme.

SUSTAINABILITY STATEMENT (CONT'D)

The Group also encourages informal engagement activities that strengthen relationships among employees and industry stakeholders.



GDB and DOSH's football teams participating in a friendly football match to foster teamwork and engagement.

GDB and DOSH representatives exchanging pennants ahead of a friendly football match on 25 September 2025

Industry–Academia Collaboration

As part of our efforts to support talent development within the construction industry, the Group actively engages with universities and higher learning institutions to introduce students to career opportunities in the built environment sector. These engagements provide a platform to share industry insights, promote technical career pathways and encourage young talent to pursue careers in construction and engineering.

In FY2025, the Group participated in a career fair organised by Universiti Tunku Abdul Rahman (UTAR), where representatives engaged with students and graduates to share information about career opportunities within GDB. Through such initiatives, the Group aims to strengthen industry–academia collaboration while supporting the development of future professionals for the construction sector.



GDB representatives engaging with students during the UTAR Career Fair on 23 April 2025.



Students interacting with GDB representatives to learn about career opportunities in the construction industry.

SUSTAINABILITY STATEMENT (CONT'D)

Foreign Worker Welfare

Foreign workers form an important part of the construction workforce, and the Group recognises the importance of ensuring their welfare and living conditions are properly safeguarded. GDB therefore places strong emphasis on providing suitable accommodation and welfare provisions that support the safety, dignity and well-being of our foreign workforce.



Foreign Worker Welfare and Accommodation

GDB places strong emphasis on the welfare and living conditions of its foreign workforce. Worker accommodations are provided in accordance with the Workers' Minimum Standards of Housing, Accommodations and Amenities Act 2019 (Act 446) and are regularly monitored to ensure they remain safe, clean and suitable for workers' well-being.

Key welfare provisions include:

- ✓ **Purpose-built** accommodation with adequate living space
- ✓ **Access to sanitation** facilities and clean water
- ✓ **Secure storage** facilities for personal belongings
- ✓ **Compliance** with national labour and immigration regulations Site-level safety, health and welfare oversight

These measures support the well-being of workers while reinforcing the Group's commitment to responsible labour practices.



Worker Accommodation

Where required, the Group provides accommodation for foreign workers to support their welfare while deployed at project sites. Worker living quarters are maintained in accordance with applicable regulatory standards, including the Workers' Minimum Standards of Housing, Accommodations and Amenities Act 1990 (Act 446).

Accommodation facilities are equipped with basic amenities such as bunk beds, mattresses, lockers for personal belongings, ventilation and shared facilities to provide a safe, clean and comfortable living environment. By maintaining appropriate living conditions, the Group aims to safeguard the welfare of site personnel while supporting their health, well-being and overall productivity.

Accommodation facilities provided for project site workers

SUSTAINABILITY STATEMENT (CONT'D)

Corporate Social Responsibility

Corporate Social Responsibility ("CSR") reflects the Group's commitment to conducting business responsibly while contributing positively to the communities in which we operate. Beyond regulatory compliance, our CSR efforts aim to balance business growth with meaningful social and environmental contributions, supporting sustainable development and long-term stakeholder value.

By integrating responsible practices into our operations and community engagements, the Group seeks to contribute to the well-being of local communities while strengthening trust and collaboration with stakeholders. These efforts reflect our belief that responsible business practices play an important role in building resilient and inclusive societies.

Our Approach to Social Responsibility

Strong and respectful relationships with local stakeholders are fundamental to the successful delivery of our projects. The Group's community engagement approach is guided by three key principles:

- *Active Stakeholder Engagement:* Open and transparent communication is maintained with a wide range of stakeholders, including neighbouring businesses, community representatives, local authorities, law enforcement agencies and educational institutions. This engagement allows potential concerns to be identified early while ensuring that project activities remain aligned with community expectations.
- *Empowerment Through Opportunity:* Where feasible, the Group supports local economic participation by creating employment and procurement opportunities for nearby communities. This approach allows the economic benefits of our projects to be shared with local stakeholders.
- *Targeted CSR Initiatives:* CSR initiatives are designed to address the needs of the communities surrounding our projects. These initiatives may include support for local infrastructure, educational outreach and community engagement activities, contributing to long-term community well-being and resilience.

Community Welfare

As a leading G7 contractor, GDB operates across a diverse range of project sites, each embedded within unique local ecosystems. We acknowledge that our presence leaves a lasting footprint on the surrounding environment and the lives of those within it. We are committed to ensuring that our operations serve as a catalyst for positive social change, transforming our physical construction activities into long-term community value. By integrating community welfare into operations, GDB ensures that our growth contributes to the broader advancement and well-being of the Malaysian society.

CSR Contributions and Community Impact

In FY2025, the Group contributed **RM20,206** towards community and social initiatives, benefiting **four external organisations and community groups**. These contributions reflect the Group's commitment to supporting local communities and participating in initiatives that promote social well-being and community development.

During the year, the Group supported a range of charitable and community initiatives, including contributions towards **school upgrading works, community fundraising activities, and local cultural and festive events**. Notable contributions included support for upgrading works at **SJKC Soo Jin, Pekan Kapar**, participation in the **UOB Heartbeat Run fundraiser organised in partnership with SOLS Foundation**, and contributions to community activities organised by **Persatuan Penganut Dewa Lin San Kuala Lumpur**. The Group also extended support to the **Klang Fire and Rescue Department (Bomba Klang)** for its Hari Raya celebration event.

These initiatives demonstrate the Group's continued efforts to support local institutions and community organisations while contributing positively to the social fabric of the communities where we operate.

SUSTAINABILITY STATEMENT (CONT'D)

COMMUNITY AND SOCIETY

| COMMUNITY AND SOCIETY | | |
|-----------------------|--|--|
| Period | Total amount invested in the community where the target beneficiaries are external to the Group: | Total number of beneficiaries of the investment in communities |
| | RM | |
| FY2025 | 20,206 | 4 |
| FY2024 | 14,400 | 4 |
| FY2023 | 6,576 | 1 |

| FY2025 CHARITABLE INITIATIVES AND DONATIONS | | |
|--|--|-------------|
| Beneficiary | Purpose | Amount (RM) |
| SJKC Soo Jin, Pekan Kapar | Donation for school upgrading works | 9,530.00 |
| UOB Malaysia's CSR Partner, SOLS Foundation | UOB Heartbeat Run Fundraiser | 2,000.00 |
| Persatuan Penganut Dewa Lin San Kuala Lumpur | Contributions towards the Temple's dinner events | 3,988.00 |
| Persatuan Penganut Dewa Lin San Kuala Lumpur | Contributions for Temple anniversary | 4,288.00 |
| Bomba Klang | Contributions for Majlis Hari Raya | 400.00 |

Minimising Impact to Communities

Construction activities may affect surrounding communities, particularly in relation to noise, traffic flow and general site disruptions. As our projects are often located within or near established neighbourhoods, the Group places strong emphasis on engaging with local communities and managing potential impacts responsibly throughout the project lifecycle.

To minimise disruptions, the Group implements appropriate mitigation measures at project sites, such as managing construction schedules, controlling noise levels and coordinating traffic movements where necessary. These measures are supported by site-level monitoring and compliance with relevant regulatory requirements, with the aim of reducing inconvenience to nearby residents and businesses while maintaining safe and efficient project delivery.

Through these efforts, the Group seeks to foster positive relationships with surrounding communities while upholding its responsibility as a considerate and responsible contractor.

SUSTAINABILITY STATEMENT (CONT'D)



KL International Hospital project under construction (approximately 75% completed), illustrating the importance of managing construction activities responsibly within an urban environment.

Product Quality and Safety

Ensuring that the final built product is safe, well-designed and fit for its intended use is a key consideration for GDB, as the quality of our projects has a direct impact on the health, safety and well-being of end-users. The Group recognises that product quality and safety are fundamental to maintaining customer trust, meeting regulatory requirements and supporting long-term business sustainability.

Disciplined quality and safety management practices are applied throughout the project lifecycle, from design and construction through to completion and handover. These practices are supported by established standards, control processes and site-level oversight to ensure that projects meet applicable regulatory, safety and quality requirements. Through a continued focus on delivering reliable and well-constructed outcomes, the Group aims to contribute positively to the built environment while safeguarding the interests of customers and end-users.



Logistics Hub – Plot B development under construction (approximately 73% completed), reflecting the Group's commitment to delivering high-quality and reliable built environments.

Looking ahead, the Group will continue to strengthen its social sustainability practices by enhancing human capital development, maintaining high standards of workplace safety and health, and deepening engagement with the communities surrounding its projects. Through these efforts, GDB aims to cultivate a safe, inclusive and supportive work environment while contributing positively to the well-being of the communities in which it operates.

SUSTAINABILITY STATEMENT (CONT'D)

| Sustainability Matter | Metric | Measurement Unit | 2025 | Target | Assurance | Remarks |
|-----------------------|---|------------------|----------|--------|-----------|---|
| GHG Emissions | C1(a) Scope 1 | tCO2e | 2,838.43 | — | Internal | |
| GHG Emissions | C1(b) Scope 2 | tCO2e | 1,983.45 | — | Internal | |
| GHG Emissions | C1(c) Scope 3 - Category 6: Business Travel | tCO2e | 0.048 | — | Internal | |
| GHG Emissions | C1(c) Scope 3 - Category 7: Employee Commuting | tCO2e | 1,528.67 | — | Internal | |
| Anti-Corruption | C1(a) Percentage of employees who have received training on anti-corruption by employee category - Senior Management | Percentage (%) | 100 | 100% | Internal | 18 out of 18 employees completed the anti-corruption training |
| Anti-Corruption | C1(a) Percentage of employees who have received training on anti-corruption by employee category - Middle Management | Percentage (%) | 100 | 100% | Internal | 34 out of 34 employees completed the anti-corruption training |
| Anti-Corruption | C1(a) Percentage of employees who have received training on anti-corruption by employee category - Executive | Percentage (%) | 100 | 100% | Internal | 95 out of 95 employees completed the anti-corruption training |
| Anti-Corruption | C1(a) Percentage of employees who have received training on anti-corruption by employee category - Technical / Others | Percentage (%) | 100 | 100% | Internal | 106 out of 106 employees completed the anti-corruption training |
| Anti-Corruption | C1(b) Percentage of operations assessed for corruption-related risks | Percentage (%) | 100 | 100% | Internal | 19 total number of operations assessed for corruption risk |
| Anti-Corruption | C1(c) Confirmed incidents of corruption and action taken | Number | 0 | — | Internal | 0 number of confirmed incidents of corruption |

SUSTAINABILITY STATEMENT (CONT'D)

| Sustainability Matter | Metric | Measurement Unit | 2025 | Target | Assurance | Remarks |
|-----------------------|---|-------------------------|--------|-----------|-----------|---------|
| Community / Society | C2(b) Total amount invested in the community where the target beneficiaries are external to the listed issuer | RM | 20,206 | — | Internal | |
| Community / Society | C2(b) Total amount invested in the community where the target beneficiaries are external to the listed issuer | Number of beneficiaries | 4 | — | Internal | |
| Supply Chain | C7(a) Proportion of spending on local suppliers | Percentage (%) | 99.77 | Above 95% | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Male | Percentage (%) | 74 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Female | Percentage (%) | 26 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Under 30 Years | Percentage (%) | 26 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - 30-50 years | Percentage (%) | 59 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Above 50 Years | Percentage (%) | 15 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Senior Management, 30 - 50 Years | Percentage (%) | 39 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Senior Management, Above 50 Years | Percentage (%) | 61 | — | Internal | |

SUSTAINABILITY STATEMENT (CONT'D)

| Sustainability Matter | Metric | Measurement Unit | 2025 | Target | Assurance | Remarks |
|-----------------------|---|------------------|------|--------|-----------|---------|
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Managerial, 30 - 50 Years | Percentage (%) | 62 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Managerial, Above 50 Years | Percentage (%) | 38 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Executive, Under 30 Years | Percentage (%) | 20 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Executive, 30 - 50 Years | Percentage (%) | 68 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Executive, Above 50 Years | Percentage (%) | 12 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Non-Executive, Under 30 Years | Percentage (%) | 41 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Non-Executive, 30 - 50 Years | Percentage (%) | 53 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Non-Executive, Above 50 Years | Percentage (%) | 6 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Senior Management Male | Percentage (%) | 78 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Senior Management Female | Percentage (%) | 22 | — | Internal | |

SUSTAINABILITY STATEMENT (CONT'D)

| Sustainability Matter | Metric | Measurement Unit | 2025 | Target | Assurance | Remarks |
|------------------------------|--|------------------|------|--------|-----------|---------|
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Managerial Male | Percentage (%) | 68 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Managerial Female | Percentage (%) | 32 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Executive Male | Percentage (%) | 67 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Executive Female | Percentage (%) | 33 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Non-Executive Male | Percentage (%) | 81 | — | Internal | |
| Diversity | C3(a) % of Employees by Gender & Age Group Category - Non-Executive Female | Percentage (%) | 19 | — | Internal | |
| Diversity | C3(b) % of Directors by gender and age group - Male | Percentage (%) | 86 | — | Internal | |
| Diversity | C3(b) % of Directors by gender and age group - Female | Percentage (%) | 14 | — | Internal | |
| Diversity | C3(b) % of Directors by gender and age group - 30 to 50 Years | Percentage (%) | 29 | — | Internal | |
| Diversity | C3(b) % of Directors by gender and age group - Above 50 Years | Percentage (%) | 71 | — | Internal | |
| Labour Practices & Standards | C6(a) Total hours of training by employee category - BOD | Hours | 15 | — | Internal | |

SUSTAINABILITY STATEMENT (CONT'D)

| Sustainability Matter | Metric | Measurement Unit | 2025 | Target | Assurance | Remarks |
|------------------------------|--|------------------|------|--------|-----------|---------|
| Labour Practices & Standards | C6(a) Total hours of training by employee category - Senior Management | Hours | 265 | — | Internal | |
| Labour Practices & Standards | C6(a) Total hours of training by employee category - Mid Management | Hours | 654 | — | Internal | |
| Labour Practices & Standards | C6(a) Total hours of training by employee category - Executive | Hours | 922 | — | Internal | |
| Labour Practices & Standards | C6(a) Total hours of training by employee category - Non-Executive | Hours | 677 | — | Internal | |
| Labour Practices & Standards | C6(b) % of Employees that are contractors or temporary staff | Percentage (%) | 70 | — | Internal | |
| Labour Practices & Standards | C6(c) Total number of Employee turnover by Employee category - Senior Management | Percentage (%) | 1 | — | Internal | |
| Labour Practices & Standards | C6(c) Total number of Employee turnover by Employee category - Managerial | Percentage (%) | 11 | — | Internal | |
| Labour Practices & Standards | C6(c) Total number of Employee turnover by Employee category - Executive | Percentage (%) | 30 | — | Internal | |
| Labour Practices & Standards | C6(c) Total number of Employee turnover by Employee category - Non-Executive | Percentage (%) | 58 | — | Internal | |
| Labour Practices & Standards | C6(d) Number of substantiated complaints concerning human rights violations | Number | 0 | — | Internal | |

SUSTAINABILITY STATEMENT (CONT'D)

| Sustainability Matter | Metric | Measurement Unit | 2025 | Target | Assurance | Remarks |
|-------------------------|--|------------------|-----------|-----------------|-----------|---------|
| Health & Safety | C5(a) Number of work related fatalities | Number | 0 | 0 | Internal | |
| Health & Safety | C5(b) Lost time incident rate (LTIR) | Number | 0 | Lower than 0.55 | Internal | |
| Health & Safety | C5(c) Number of employees trained on health & safety standards | Number | 119 | — | Internal | |
| Data Privacy / Security | C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data | Number | 0 | — | Internal | |
| Energy Management | C4(a) Total energy consumption | Gigajoules (GJ) | 50,858.33 | — | Internal | |
| Water | C9(a) Total volume of water used | m3 | 75,031 | — | Internal | |
| Waste Management | C10(a) Total Waste generated | Metric Tonnes | 9,378.26 | — | Internal | |
| Waste Management | C10(a)(i) Total Waste diverted from disposal | Metric Tonnes | 6,155.31 | — | Internal | |
| Waste Management | C10(a)(ii) Total Waste diverted to disposal | Metric Tonnes | 3,222.95 | — | Internal | |
| Waste Management | C10(a) % of Waste recycled vs generated | Percentage (%) | 65.63 | Above 25% | Internal | |