CHEEDING
HOLDINGS

Empowering Infrastructure

Energising The Future.

Annual Report 2026

TA Securities Holdings Berhad ("TA Securities"), being the Sponsor, is responsible for the admission of Cheeding Holdings Berhad ("Cheeding" or "the Company") to the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities") on 7 October 2025. TA Securities assumes no responsibility for the contents of this annual report for the financial year ended 31 March 2026 ("FYE 2026").

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CORPORATE PROFILE

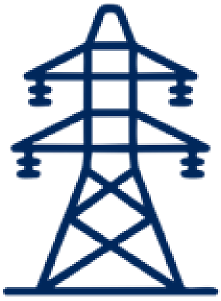
Cheeding Holdings Berhad ("the Company") is an investment holding company incorporated in Malaysia and listed on the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities"). The Company, together with its subsidiaries ("the Group"), is principally involved in the provision of infrastructure utilities engineering solutions. Through its principal subsidiary, Pembinaan Bukit Cheeding Sdn Bhd ("PBCSB"), the Group delivers engineering, procurement, construction, commissioning ("EPCC") and maintenance services for overhead power infrastructure, EPCC of underground power infrastructure and substation engineering services across Peninsular Malaysia, primarily serving its principal customer, Malaysia's largest electricity utility.

The Group's roots trace back to 1993, when PBCSB was first incorporated. Over three decades, the business transformed from a general civil engineering subcontractor into a utilities engineering contractor. A pivotal turning point came in 2007 when PBCSB ventured into overhead utilities infrastructure works, and subsequently secured its first overhead infrastructure for utilities project as a main contractor in 2009. Since then, PBCSB has steadily expanded its capabilities, project scale and geographical footprint, delivering projects across multiple states in Peninsular Malaysia.

Today, PBCSB is a registered service contractor and supplier to the principal customer, with a long-standing relationship spanning nearly two decades as a main contractor. This relationship underpins the Group's strong order book and positions the Group as a trusted partner in the delivery of Malaysia's power transmission and distribution infrastructure.

What We Do

The Group's core services, delivered through PBCSB, are organised across three principal service lines:

EPCC and Maintenance of Overhead Infrastructure for Utilities	EPCC of Underground Infrastructure for Utilities	Substation Engineering Services
		
The Group's primary revenue-generating activity, encompassing the procurement, supply, delivery, installation, construction, testing and commissioning of overhead infrastructure for utilities, as well as inspection, repair and maintenance services. Projects span voltage levels up to 500kV across multiple states in Peninsular Malaysia.	The Group undertakes the planning, procurement, construction and commissioning of underground infrastructure for utilities.	The Group undertakes substation engineering works involving the technical design and build of primary bay equipment in new or existing substations, encompassing the supply, installation, testing, commissioning and maintenance of primary bay electrical systems and components. The Group also performs foundation, erection and stringing works to interconnect electrical substations to the utility grid system, and is involved in the design, modification, upgrading, replacement and retrofitting of secondary bay electrical system components, including works arising from capacity expansions or interconnection with other transmission substations and transmission lines.

"Empowering Infrastructure, Energising The Future"

Vision

To be the premier contractor in overhead transmission lines and underground cable infrastructure, distinguished by an unwavering commitment to quality, safety and dependable service delivery.

Mission

To support Malaysia's national infrastructure development by delivering high-voltage transmission line and underground power cable projects with expert craftsmanship, innovative solutions and an unwavering commitment to safety and client satisfaction.

Credentials and Certifications

PBCSB holds a Grade G7 contractor registration with Construction Industry Development Board ("CIDB") — the highest CIDB contractor grade, under the Building, Civil Engineering, Mechanical and Electrical categories, enabling PBCSB to tender for projects of unlimited contract value throughout Malaysia. PBCSB is also registered with the Ministry of Finance ("MOF") as a qualified supplier and service provider, registered with the Tenaga Nasional Berhad ("TNB") as a registered supplier and service contractor, and licensed as a Class A Electrical Contractor by the Energy Commission of Malaysia, authorising PBCSB to undertake electrical works exceeding RM1.00 million in value.

PBCSB's operational standards are further reinforced by internationally recognised management system certifications, comprising ISO 9001:2015 (Quality Management System), ISO 14001:2015 (Environmental Management System) and ISO 45001:2018 (Occupational Health and Safety Management System). These certifications reflect PBCSB's commitment to quality service delivery, environmental responsibility and the safety and well-being of its workforce.

Our People and Operations

PBCSB employs a dedicated team of engineering professionals, project managers, site supervisors and support staff whose collective expertise spans the full project lifecycle — from tender preparation and design coordination to construction, quality assurance, health and safety compliance, and post-completion maintenance. Operations are site-based, with projects executed throughout Peninsular Malaysia.

The Group is steered by an experienced management team, led by the Managing Director, Ng Kian Chai, who brings over four decades of experience in construction related works. Coupled with established track record, and a growing order book anchored by large-scale awarded contracts, the Group is well-positioned to contribute to the continued development of Malaysia's national power grid infrastructure.

MAIN BUSINESS ACTIVITIES

The Group operates as a utilities engineering solutions provider, delivering integrated EPCC and maintenance solutions for power infrastructure in Malaysia. The Group's revenue was entirely contributed by PBCSB. The Group's activities are organised across three principal service lines, each addressing distinct activities of the power infrastructure lifecycle.

01 EPCC and Maintenance of Overhead Infrastructure

PBCSB's primary revenue-generating activity, encompassing the procurement, supply, installation, construction, testing and commissioning of overhead power transmission lines spanning 132kV to 500kV, together with ongoing inspection, repair and maintenance services across Peninsular Malaysia.

02 EPCC of Underground Infrastructure

Underground cabling works involving the design, supply, installation and commissioning of high-voltage underground cable systems in urban and semi-urban environments, including cable laying, jointing, termination and associated civil works.

03 Substation Engineering Services

The Group undertakes substation engineering works involving the technical design and build of primary bay equipment in new or existing substations, encompassing the supply, installation, testing, commissioning and maintenance of primary bay electrical systems and components. The Group also performs foundation, erection and stringing works to interconnect electrical substations to the utility grid system, and is involved in the design, modification, upgrading, replacement and retrofitting of secondary bay electrical system components, including works arising from capacity expansions or interconnection with other transmission substations and transmission lines.

Service Delivery Model

PBCSB adopts an integrated project delivery model, taking on the role of main contractor for the majority of its projects. Under this model, PBCSB is responsible for the full scope of project management, encompassing design coordination with professional engineers, regulatory permit applications, procurement and logistics, construction supervision, quality assurance, environmental compliance, health and safety compliance, and final commissioning and handover.

For selected technical works, PBCSB engages subcontractors on a project basis, particularly for activities such as fibre jointing, secondary electrical works and design endorsement by licensed professional engineers. This model enables PBCSB to manage project risk effectively while retaining direct control over quality and programme delivery.

Principal Market and Customers

PBCSB operates exclusively within Peninsular Malaysia, serving clients in both the public and private sectors. The PBCSB's principal customer, accounting for most of the Group's revenue throughout its history. Beyond the principal customer, PBCSB also serves private sector clients including property developers and main contractors requiring utilities engineering services as part of broader development projects.

Key Competitive Strengths

TNB-Registered Contractor Since 2003 PBCSB's long-standing registered status with eligibility to participate in TNB tendering opportunities and a stable base of recurring project revenue.	**Full-Spectrum EPCC Capability** PBCSB's ability to manage the entire project lifecycle from design through to commissioning and maintenance differentiates the Group from narrower-scope competitors.
CIDB Grade G7 Registration PBCSB holds the highest CIDB contractor grade, enabling PBCSB to bid for projects of unlimited contract value and participate in large-scale national infrastructure programmes.	**Triple ISO Certification** PBCSB holds ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 certifications, reinforcing the Group's commitment to quality delivery, environmental responsibility and worker safety.
Experienced Leadership The Group is led by founder and Managing Director Ng Kian Chai, with over 40 years of industry experience is complemented by a qualified team of engineers and seasoned project managers.	**Proven Track Record** Over 19 years of successful project delivery as a main contractor across multiple states in Peninsular Malaysia, encompassing voltage levels from 132kV to 500kV, builds client confidence and supports continued contract wins.

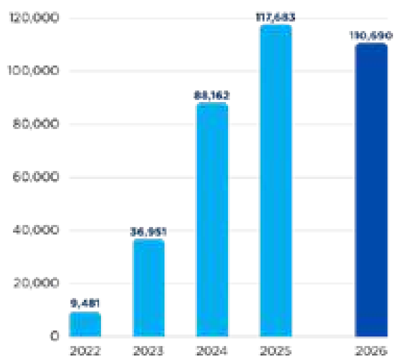
FINANCIAL HIGHLIGHTS

Financial Year Ended 31 March	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026
Key Operating Results (RM'000)					
Revenue	9,481	36,951	88,162	117,683	110,690
Gross Profit ("GP")	4,847	17,902	39,224	45,076	62,050
(Loss)/Profit Before Tax ("PBT")	(223)	11,224	27,411	34,968	48,022
(Loss)/Profit After Tax ("PAT")	(276)	8,228	20,455	26,347	35,270
Other Key Data (RM'000)					
Total Assets	21,753	39,759	63,598	94,065	160,646
Cash and Cash Equivalents	2,068	535	3,033	35,171	91,272
Total Liabilities	2,909	12,688	21,071	43,691	25,243
Total Borrowings ^	196	3,586	4,122	3,124	1,035
Total Equity	18,844	27,071	42,527	50,374	135,403
Net Cash Generated from Operating Activities	680	1,141	16,664	43,593	24,880
Financial Ratios					
GP Margin (%)	51.12	48.45	44.49	38.30	56.06
PAT Margin (%)	(2.91)	22.27	23.20	22.39	31.86
Current Ratio (times)	3.26	2.44	2.56	1.79	5.84
Gearing Ratio (times)	0.01	0.13	0.10	0.06	0.01
Earnings Per Share (sen) *	(0.03)	1.03	2.57	3.30	4.42

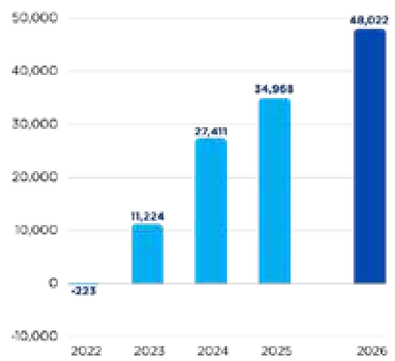
^ Total Borrowings exclude lease liabilities.

** Earnings per share is computed based on the enlarged number of shares of the Company upon completion of the Listing.*

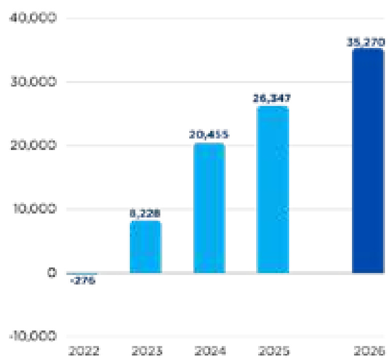
Revenue (RM'000)



PBT (RM'000)



PAT (RM'000)



KEY MILESTONES

Over three decades of steady growth, the Group has evolved from a general civil engineering firm into a specialist utilities infrastructure contractor. The milestones below chart the Group's journey from its founding to the Company's listing on the ACE Market.

1993

Score Point Sdn Bhd was incorporated on 15 December, engaged in the retail and wholesale of garments.

1996

Score Point Sdn Bhd was renamed Pembinaan Bukit Cheeding Sdn Bhd on 3 October with the appointment of Ng Kian Chai as a director. He spearheaded the change in business direction of the company by venturing into civil engineering works.

2003

PBCSB became registered supplier and service contractor for the principal customer, marking the beginning of a long-standing relationship with Malaysia's principal electricity utility.

2007

PBCSB ventured into subcontracting works for overhead infrastructure for utilities, diversifying from general civil engineering into the specialised utilities engineering.

2009

PBCSB secured its first overhead infrastructure for utilities project as a main contractor — the Mergong Project, involving 132kV overhead transmission line reinforcement works in Kedah with a total contract value of RM0.66 million — marking a pivotal transition in the Group's business model.

2012

Secured Negeri Sembilan Project — 132kV underground cabling works from Chembong substation to Keretapi Tanah Melayu Berhad (KTMB) Rembau Feeder Station in Negeri Sembilan with a total contract value of RM3.99 million.

2015

Secured the Johor 2 Project, involving 132kV overhead transmission line reconfiguration works in Johor with a contract value of RM19.48 million — the Group's largest project at the time.

2018

Secured Pahang 2 Project — a major 275kV overhead transmission line project in Pahang with a contract value of RM65.98 million, reflecting PBCSB's growing capability to undertake high-voltage, large-scale transmission infrastructure.

2024

Cheeding Holdings Berhad was incorporated on 11 September as an investment holding company and subsequently converted to a public company on 6 November 2024 in preparation for its listing.

2025

The Company was successfully listed on the ACE Market of Bursa Securities. In the same year, PBCSB secured the Gurun East Project involving the EPCC of 500kV overhead transmission lines from Gurun West substation to Gurun East substation in Kedah with a total contract value of RM54.82 million. In recognition of its commitment to project excellence and occupational health and safety standards, PBCSB received two accolades, namely the Certificate of Best Project Performance 2024 and the Certificate of Contractor HSE Performance 2024.

BC Services Sdn Bhd was acquired into the Group, involved in the supply of electrical and civil engineering design support services for projects undertaken by the Group.

CORPORATE STRUCTURE

The Company is an investment holding company. The Group's operational activities are conducted entirely through its principal subsidiary, Pembinaan Bukit Cheeding Sdn Bhd ("PBCSB"), which is the sole revenue-generating entity of the Group and contributed 100% of the Group's revenue for the FYE 2026. The Group's other subsidiary, BC Services Sdn Bhd, is principally involved in the supply of electrical and civil engineering related services, in support of projects undertaken by PBCSB. As BC Services Sdn Bhd had yet to commence active operations during FYE 2026, it is not included within the Group's sustainability reporting boundary.

CHEEDING HOLDINGS

CHEEDING HOLDINGS BERHAD
202401038246 (1584093-K)

100%

Pembinaan Bukit Cheeding Sdn Bhd
(199301029534 (284273-D))
Provision of utilities engineering solutions, comprising engineering, procurement, construction, commissioning and maintenance of overhead and underground infrastructure, as well as substation engineering services and related activities.

100%

BC Services Sdn Bhd
(200601020767 (740520-P))

Supply of electrical and civil engineering related services.

CORPORATE INFORMATION

Board of Directors

Saw Wai Chuan
Independent Non-Executive Chairperson

Ng Kian Chai
Managing Director

Ng Chai Hsia
Executive Director

Wendy Kam
Independent Non-Executive Director

Chang Poh Sheng
Independent Non-Executive Director

Poh Zuan Yin
Independent Non-Executive Director

Registered Office

Third Floor, No. 77, 79 & 81, Jalan SS21/60, Damansara Utama, 47400 Petaling Jaya, Selangor Darul Ehsan.
Tel: +603-7725 1777
Email: info@cospec.com.my

Head Office

Suite 923, Block B1, Level 9, Leisure Commerce Square, No. 9, Jalan PJS 8/9,
46150 Petaling Jaya, Selangor Darul Ehsan.
Tel: +603-7877 7682
Fax: +603-7877 1206

Audit and Risk Management Committee

Chang Poh Sheng *(Chairperson)*
Wendy Kam
Poh Zuan Yin

Nomination Committee

Wendy Kam *(Chairperson)*
Chang Poh Sheng
Poh Zuan Yin

Remuneration Committee

Poh Zuan Yin *(Chairperson)*
Wendy Kam
Chang Poh Sheng

Company Secretaries

Tea Sor Hua
SSM PC No. 201908001272
(MACS 01324)

Loo Hui Yan
SSM PC No. 202308000290
(MAICSA 7069314)

Auditors

TGS TW PLT
(202106000004 | LLP0026851-LCA & AF002345)
Unit E-16-2B, Level 16, Icon Tower (East),
No. 1, Jalan 1/68F, Jalan Tun Razak, 50400 Kuala Lumpur, Wilayah Persekutuan.

Share Registrar

Boardroom Share Registrars Sdn Bhd
(Registration No. 199601006647 (378993-D))
11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan.
Tel: +603-7890 4700
Email: bsr.helpdesk@boardroomlimited.com

Sponsor

TA Securities Holdings Berhad
(Registration No. 197301001467 (14948-M))
29th Floor, Menara TA One,
22, Jalan P. Ramlee,
50250 Kuala Lumpur
Wilayah Persekutuan
Tel: +603-2072 1277

Principal Bankers

RHB Bank Berhad
Malayan Banking Berhad *(Maybank)*
Public Bank Berhad
Hong Leong Bank Berhad

Stock Exchange

ACE Market, Bursa Malaysia Securities Berhad
Stock Name: CHEEDING
Stock Code: 0372

DIRECTORS' PROFILE

SAW WAI CHUAN

Independent Non-Executive Chairperson

Nationality Malaysian | **Age** 68 |
Gender Female

Saw Wai Chuan was appointed as the Independent Non-Executive Chairperson of Cheeding Holdings Berhad on 14 November 2024. She is responsible for leading the Board and ensuring its effectiveness in discharging its fiduciary duties, facilitating open and constructive communication among Directors, and providing independent oversight of the Group's management and operations.

She obtained her Licentiate from the Institute of Chartered Secretaries and Administrators ("ICSA") in 1983, upon which she became an Associate Member in 1984 and a Fellow Member in 2010. She is also a Member of the Institute of Corporate Directors Malaysia since 2024, under the category of Affiliate (Adult), and was subsequently upgraded to Ordinary Member in 2025.

She began her career in 1984 at Barbinder & Co Sdn Bhd as a Registration Assistant, where she was involved in the provision of corporate secretarial support services to clients. In 1989, she joined PFA Registration Services Sdn Bhd as a Registration Manager and was subsequently promoted to General Manager in 1993, where she headed the share registration services and oversaw the day-to-day operations of the company.

In 2003, she founded Epsilon Registration Services Sdn Bhd and was appointed as an Executive Director, where she was primarily responsible for setting up the share registration services, overseeing business development activities and day-to-day operations. In 2009, she joined Tricor Investor Services Sdn Bhd as an Executive Director, where she headed the share registration services and oversaw the day-to-day operations as well as developed marketing strategies. In 2016, she was transferred to Tricor Investor & Issuing House Services Sdn Bhd as an Executive Director - Head of Investor Services, where her responsibilities involved overseeing the daily operations and developing marketing strategies for the company. She was promoted to Senior Executive Director – Investors Services in 2020, and subsequently appointed as Senior Advisor in July 2023, where she provided strategic insights and recommendations to improve the company's operations and performance. In August 2023, she retired from Tricor Investor & Issuing House Services Sdn Bhd.

Presently, she is an Independent Non-Executive Director of Tri Star SBN Berhad and also serves as an Independent Non-Executive Director of Inspace Creation Berhad, a company listed on the ACE Market of Bursa Securities.

She attended all four (4) Board meetings held during the financial year ended 31 March 2026.

NG KIAN CHAI

Managing Director

Nationality Malaysian | **Age** 73 |
Gender Male

Ng Kian Chai was appointed as the Managing Director of Cheeding Holdings Berhad on 11 September 2024. He is responsible for developing the overall corporate strategy of the Group and implementing business strategies to grow the Group's business.

With over 42 years of hands-on experience in the construction and utilities engineering industry, Ng Kian Chai brings a wealth of practical expertise spanning the full spectrum of infrastructure works. He commenced his career in 1976 providing handyman and carpentry services for schools, hospitals and residential customers, and subsequently progressed to general labour services for transmission tower foundation works from 1982 to 1989.

In 1990, he founded Ng Brothers Engineering Construction, a sole proprietorship involved in the provision of subcontracting services for transmission tower foundation works, where he was responsible for overseeing daily operations and securing new projects. Ng Brothers Engineering Construction has been dormant since 2015 and will not carry on any business activities in the future.

In December 1996, he was appointed as Director of Pembinaan Bukit Cheeding Sdn Bhd ("PBCSB"), a wholly-owned subsidiary of the Company, and subsequently became a shareholder in 1997. As Director, he spearheaded PBCSB's transformation from a civil engineering subcontractor into a specialist utilities engineering contractor. Under his leadership, PBCSB evolved into a registered supplier and service contractor with Tenaga Nasional Berhad ("TNB") for the provision of end-to-end engineering, procurement, construction, commissioning and maintenance solutions ("EPCC") for overhead power infrastructure, EPCC of underground power infrastructure as well as substation engineering services across Peninsular Malaysia. He continues to serve as Managing Director of the Company to-date.

Ng Kian Chai is the spouse of Tan Sook Hoi, a substantial shareholder of the Company. He is also the father of Ng Chai Hsia, the Executive Director of the Company, Ng Lam Shein, the Chief Operating Officer ("COO") of the Group, and Ng Lam Tiong, the Project Director of the Group.

He attended all four (4) Board meetings held during the financial year ended 31 March 2026.

NG CHAI HSIA

Executive Director

Nationality Malaysian | **Age** 44 |
Gender Female

Ng Chai Hsia was appointed as the Executive Director of Cheeding Holdings Berhad on 11 September 2024. She is responsible for overseeing the Group's human resources and administrative functions, managing the Group's assets and assisting the Managing Director in implementing business decisions.

She graduated with a Bachelor of Business from the University of Technology, Australia in 2006. Upon graduation, she joined the Group in 2006 as an Executive involved in the preparation of tenders. In 2010, her responsibilities were expanded to include overseeing the accounts and finance department, including tax matters. Prior to the appointment of the Group's Chief Financial Officer ("CFO") in 2024, she was in charge of the Group's financial matters. Over the years, her responsibilities were further expanded to include overseeing the Group's human resource and administrative affairs as well as managing the recruitment of foreign workers and liaising with the relevant authorities. In 2023, she was appointed as a Director of PBCSB. She continues to serve as Executive Director of the Company to-date.

Ng Chai Hsia is the daughter of Ng Kian Chai, the Managing Director and substantial shareholder of the Company, and Tan Sook Hoi, a substantial shareholder of the Company. She is also the sister of Ng Lam Shein, the COO of the Group, and Ng Lam Tiong, the Project Director of the Group.

She attended all four (4) Board meetings held during the financial year ended 31 March 2026.

WENDY KAM

Independent Non-Executive Director

Nationality Malaysian | **Age** 56 |
Gender Female

Wendy Kam was appointed as an Independent Non-Executive Director of Cheeding Holdings Berhad on 14 November 2024. She serves as Chairperson of the Nomination Committee and as a Member of the Audit and Risk Management Committee and Remuneration Committee.

She holds a professional qualification from the Association of Chartered Certified Accountants ("ACCA") since 1997 and has been a Fellow of the ACCA since 2002. She further obtained a Master's Degree in Business Administration ("MBA") majoring in Accountancy from Universiti Malaya in 2003. She has been a Member of the Malaysian Institute of Accountants ("MIA") since 1999.

With more than 30 years of experience in finance, accounting and taxation, she has held key leadership positions including Financial Controller and Head of Internal Audit across diverse sectors encompassing education, logistics and renewable energy.

At the end of 2021, she joined KGW Logistics (M) Sdn Bhd, a wholly-owned subsidiary of KGW Group Berhad which is listed on the ACE Market of Bursa Securities, as its Chief Financial Officer, primarily responsible for overseeing and monitoring the group's overall accounting, finance and taxation matters, a position she continues to hold to-date.

Presently, she also serves as an Independent Non-Executive Director of JS Solar Holding Berhad, listed on ACE Market of Bursa Malaysia Securities Berhad.

She attended all four (4) Board meetings held during the financial year ended 31 March 2026.

CHANG POH SHENG

Independent Non-Executive Director

Nationality Malaysian | **Age** 54 |
Gender Male

Chang Poh Sheng was appointed as an Independent Non-Executive Director of Cheeding Holdings Berhad on 14 November 2024. He serves as Chairperson of the Audit and Risk Management Committee and as a Member of the Nomination Committee and Remuneration Committee.

He holds a professional qualification from The Chartered Institute of Management Accountants, United Kingdom ("CIMA"). He is also a Chartered Member of the Institute of Internal Auditors Malaysia and a Member of the Malaysian Institute of Accountants ("MIA") since 2002.

He began his career in 1995 as an Auditor at Wong Yeng Mun & Co., Chartered Accountants, progressing to the position of Audit Senior. In 1997, he joined UMS Corporation Sdn Bhd, a wholly-owned subsidiary of UMS Holdings Berhad, a company listed on Main Market of Bursa Securities, as an Internal Audit Executive, progressing to Internal Audit Manager before leaving in 2002.

In 2002, he joined Rubberflex Sdn Bhd as an Accountant and was promoted to Finance Manager in 2004. In 2005, he joined IRIS Technologies (M) Sdn Bhd, and was subsequently transferred to IRIS Corporation Berhad, a company listed on the ACE Market of Bursa Securities, as a Finance Manager, where he was promoted to Director of Finance in 2013. In 2018, he joined AGX Logistics (M) Sdn Bhd, a wholly-owned subsidiary of AGX Group Berhad, a company listed on ACE Market of Bursa Securities , as its Chief Financial Officer, a position he continues to hold to-date.

On 24 June 2026, he was appointed as a Non-Independent Non-Executive Director of All-Link Air & Sea Limited, which is scheduled to list on the Main Board of SGX-ST on 5 August 2026.

He attended all four (4) Board meetings held during the financial year ended 31 March 2026.

POH ZUAN YIN

Independent Non-Executive Director

Nationality Malaysian | **Age** 36 |
Gender Female

Poh Zuan Yin was appointed as an Independent Non-Executive Director of Cheeding Holdings Berhad on 14 November 2024. She serves as Chairperson of the Remuneration Committee and as a Member of the Audit and Risk Management Committee and Nomination Committee.

She graduated with a Bachelor of Laws (LLB) from the University of Leeds, United Kingdom in 2012 and obtained the Certificate in Legal Practice in 2013. She was admitted as an Advocate & Solicitor of the High Court of Malaya in 2014.

She commenced her pupillage at Rahmat Lim & Partners (an associated firm of Allen & Gledhill LLP, Singapore) in 2013 and thereafter practised as a Legal Associate specialising in corporate, commercial law and real estate from 2014. In 2016, she joined Trowers & Hamlins International Limited (Kuala Lumpur regional office) as a lawyer, where she was involved in mergers and acquisitions, general commercial contracts and corporate advisory work.

In 2018, she joined Gan, Lee & Tan as a Partner in the Corporate and Commercial department, providing legal advisory services on corporate and commercial matters. In 2020, she co-founded Lee & Poh Partnership, where she currently serves as Managing Partner, specialising in corporate and commercial law.

She currently serves as an Independent Non-Executive Director of Go Hub Capital Berhad and OGX Group Berhad, both listed on the ACE Market of Bursa Malaysia Securities Berhad.

She attended all four (4) Board meetings held during the financial year ended 31 March 2026.

Notes:

1. Save as disclosed above, none of the Directors have any family relationship with any Directors and/or major shareholders of the Company.
2. None of the Directors have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.
3. None of the Directors have been convicted of any offences in the past five (5) years or been imposed on any public sanction or penalty by relevant regulatory bodies during the financial year ended 31 March 2026, other than for traffic offences (if any).
4. Save as disclosed above, none of the Directors have any other directorship in public companies and listed issuers.

PROFILE OF KEY SENIOR MANAGEMENT

NG LAM SHEIN

Chief Operating Officer

Nationality Malaysian | **Age** 34 | **Gender** Male

Ng Lam Shein, is the Chief Operating Officer ("COO") of the Group. He is responsible for overseeing the Group's utilities engineering services, encompassing resource planning and management, site operations, as well as environmental, safety and health matters.

He graduated with a Bachelor of Environments from the University of Melbourne, Australia in 2014 and further obtained a Master of Engineering from the same university in 2016. He has been registered as a Graduate Engineer (Civil) with the Board of Engineers Malaysia since 2017.

Upon graduation, he joined the Group in 2017 as a Project Engineer, gaining exposure in infrastructure utilities engineering solutions projects undertaken by the Group. In 2019, he was promoted to Project Manager, where he was responsible for developing project implementation plans and coordinating and overseeing the projects undertaken by the Group. On 1 January 2024, he was promoted to his current position of Chief Operating Officer.

Ng Lam Shein is the son of Ng Kian Chai, the Managing Director and substantial shareholder of the Company, and Tan Sook Hoi, a substantial shareholder of the Company. He is also the brother of Ng Chai Hsia, the Executive Director of the Company, and Ng Lam Tiong, the Project Director of the Group.

NG LAM TIONG

Project Director

Nationality Malaysian | **Age** 45 |
Gender Male

Ng Lam Tiong, is the Project Director of the Group. He is responsible for the submission of tenders and is involved in the design, budgeting and costing of projects undertaken by the Group.

He graduated with a Bachelor of Accounting (Honours) from Universiti Tenaga Nasional in 2004.

Upon graduation, he joined the Group as a Project Manager, where he was involved in tender documentation preparation, overseeing the execution of projects and the management of site activities in relation to the Group's infrastructure utilities engineering services projects. In 2014, he acquired BC Services Sdn Bhd together with his spouse, Lee Bee Wei and has since been appointed as the Director of BC Services Sdn Bhd. BC Services Sdn Bhd has subsequently been acquired by Cheeding into the Group in 2025.

On 1 January 2024, he was promoted to his current position of Project Director of the Group.

Ng Lam Tiong is the son of Ng Kian Chai, the Managing Director and substantial shareholder of the Company, and Tan Sook Hoi, a substantial shareholder of the Company. He is also the brother of Ng Chai Hsia, the Executive Director of the Company, and Ng Lam Shein, the COO of the Group.

YAP HOONG YUN

Chief Financial Officer

Nationality Malaysian | **Age** 37 |
Gender Male

Yap Hoong Yun, is the Chief Financial Officer ("CFO") of the Group. He is responsible for overseeing the Group's financial and risk management matters, including financial reporting, taxation and internal control.

He graduated with a Bachelor of Accounting from the University of Malaya in 2012 and has been a Member of the Malaysian Institute of Accountants ("MIA") since 2024.

He began his career in 2012 at Crowe Malaysia PLT as an Associate in Audit and Assurance, where he was involved in statutory audits, financial due diligence and reporting accountant roles for corporate exercises. During his tenure, he was progressively promoted to Senior Associate (2014), Senior (2015), Assistant Manager (2018), Manager (2019) and Senior Manager (2021). In 2024, he left Crowe Malaysia PLT to join the Group as Chief Financial Officer on 19 August 2024, a position he continues to hold to-date.

Notes:

1. Save as disclosed above, none of the Key Senior Management personnel have any family relationships with any Directors and/or major shareholders of the Company.
2. None of the Key Senior Management personnel have any conflict of interests or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.
3. None of the Key Senior Management personnel have been convicted of any offences in the past five (5) years or been imposed on any public sanction or penalty by the relevant regulatory bodies during the financial year ended 31 March 2026, other than traffic offences (if any).
4. None of the Key Senior Management personnel have any directorship in public companies and listed corporations.

MANAGEMENT DISCUSSION AND ANALYSIS

On behalf of the Board of Directors of Cheeding Holdings Berhad ("the Company"), we are pleased to present this Management Discussion and Analysis ("MD&A") covering the financial and operational performance of the Company and its subsidiaries ("the Group") for the financial year ended 31 March 2026 ("FYE2026"). The comparative figures presented relate to the financial year ended 31 March 2025 ("FYE2025").

Key Financial Highlights

Revenue	Gross Profit	Profit Before Tax	Profit After Tax
RM110.69m	RM62.05m	RM48.02m	RM35.27m
FYE2025: RM117.68m	GP Margin: 56.1%	FYE2025: RM34.97m	FYE2025: RM26.35m

Basic EPS	Cash & Cash Equivalents	Order Book	Total Equity
4.42 sen	RM91.27m	RM164.64m	RM135.40m
FYE2025: 3.30 sen	as at 31 March 2026	as at 31 March 2026	FYE2025: RM50.37m

Business Overview

The Group operates through its operating subsidiary, Pembinaan Bukit Cheeding Sdn Bhd ("PBCSB"), principally engaged in the provision of utilities engineering solutions in Malaysia. PBCSB's core activities comprise the engineering, procurement, construction and commissioning ("EPCC") and maintenance services of overhead infrastructure for utilities, EPCC of underground infrastructure for utilities as well as the substation engineering services. The Group's principal customer is the national utility company that owns and operates the National Grid in Peninsular Malaysia. All revenue is recognised over time using the percentage-of-completion method under MFRS 15. As at 31 March 2026, the Group employed 175 persons comprising 52 local employees and 123 foreign workers.

Operating Environment And Operational Capabilities

Malaysia's power infrastructure utilities market remained active throughout FYE2026, supported by sustained capital investment by the Group's principal customer in the expansion and upgrading of the national transmission and distribution network. The accelerating rollout of data centre developments across Malaysia, driven by commitments from major global technology companies, substantially increased electricity demand and reinforced the need for new grid connections, substations and transmission infrastructure. These structural trends created a favourable contracting environment, underpinning the Group's new contract wins of RM133.25 million during the financial year.

The Group is well-positioned to participate in this growing market. PBCSB holds Grade G7 contractor registrations with the Construction Industry Development Board ("CIDB") — the highest grade under CIDB's contractor classification system, with no contract value ceiling. In addition, the Group is also registered with Tenaga Nasional Berhad ("TNB") as a supplier and service contractor and the Ministry of Finance ("MOF") as a qualified government contractor.

These registrations, combined with the Group's certifications under ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018, form a compliance and capability foundation. Operationally, the Group is led by an experienced management team, headed by the Managing Director with over four decades of industry experience. The management team is supported by a seasoned workforce of project managers, engineers and site supervisors. The Group's execution capabilities were demonstrated during FYE2026 through the early completion of all three projects that reached conclusion during the financial year, including the Kampung Gajah project which was delivered 251 days ahead of schedule.

Review Of Financial Results

Group Financial Results	FYE2026 (RM'000)	FYE2025 (RM'000)	Change (%)
Revenue	110,690	117,683	-5.9%
Cost of Sales	(48,640)	(72,607)	-33.0%
Gross Profit ("GP")	**62,050**	**45,076**	**+37.7%**
Other Income	2,142	845	+153.5%
Administrative Expenses	(15,948)	(10,736)	+48.5%
Other expenses	(67)	–	+100.0%
Finance Costs	(155)	(217)	-28.6%

KEY MESSAGES

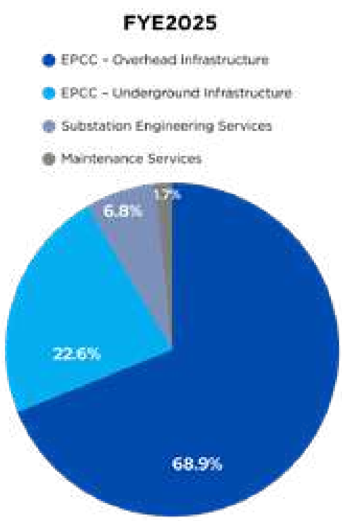
Group Financial Results	FYE2026 (RM'000)	FYE2025 (RM'000)	Change (%)
Profit Before Tax ("PBT")	**48,022**	**34,968**	**+37.3%**
Adjusted PBT (excl. one-off items)	51,759	34,968	+48.0%
Taxation	(12,752)	(8,621)	+47.9%
Profit After Tax ("PAT")	**35,270**	**26,347**	**+33.9%**
GP Margin	56.1%	38.3%	+17.8 ppts
PBT Margin	43.4%	29.7%	+13.7 ppts
PAT Margin	31.9%	22.4%	+9.5 ppts
Basic EPS (sen)	4.42	3.30	+33.9%

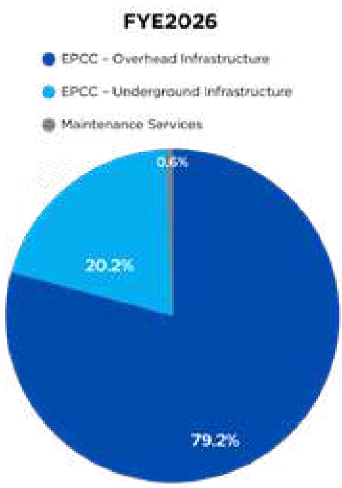
Revenue

The Group recorded revenue of RM110.69 million in FYE2026, compared to RM117.68 million in FYE2025, a decrease of RM6.99 million or 5.9%. Revenue from the EPCC of overhead infrastructure grew by RM6.55 million to RM87.66 million, representing 79.2% of total revenue (FYE2025: 68.9%), driven by higher construction progress and the recognition of variation orders. The overall revenue decline was mainly attributable to lower contributions from EPCC of underground infrastructure (decreased by RM4.23 million) and the absence of substation engineering services revenue in FYE2026 (FYE2025: RM7.99 million), as the relevant ongoing projects had not yet progressed to the substation work construction phase as at 31 March 2026.

Business Activities	FYE2026 (RM'000)	FYE2026 (%)	FYE2025 (RM'000)	FYE2025 (%)
EPCC – Overhead Infrastructure	87,657	79.2%	81,106	68.9%
EPCC – Underground Infrastructure	22,409	20.2%	26,636	22.6%
Substation Engineering Services	–	–	7,994	6.8%
Maintenance Services	624	0.6%	1,947	1.7%
Total	**110,690**	**100.0%**	**117,683**	**100.0%**

Notwithstanding this, the Group has outstanding order book value of RM30.82 million in substation engineering services as at 31 March 2026, which are expected to contribute to revenue in FYE2027 and FYE2028.





Gross Profit

Despite lower revenue, the Group achieved a substantially higher gross profit of RM62.05 million in FYE2026 (FYE2025: RM45.08 million), an increase of RM16.97 million or 37.7%, with gross profit margin expanding from 38.3% to 56.1%. The improvement was primarily attributable to a higher revenue contribution from the EPCC of overhead infrastructure, which commands a more favourable gross profit margin compared to underground infrastructure and substation engineering works. The overall GP margin improvement primarily driven by cost savings from disciplined project management and variation orders received during the financial year. Additionally, the early completion of the Kampung Gajah project — delivered 251 days ahead of the contractual completion date, generated meaningful cost savings that further contributed to the improvement in gross profit during the financial year.

Administrative Expenses and Profitability

Administrative expenses increased by RM5.21 million to RM15.95 million, mainly attributable to one-off listing expenses of RM3.74 million, non-recurring in nature. Excluding this item, normalised administrative expenses of RM12.21 million represent a modest increase of RM1.47 million over FYE2025.

The Group recorded PBT of RM48.02 million in FYE2026, an increase of 37.3% over FYE2025, driven by the significant expansion in gross profit and higher other income of RM2.14 million — the latter mainly from interest earned on the enlarged cash balances following the IPO. Excluding the one-off items, adjusted PBT of RM51.76 million represents a 48.0% improvement over FYE2025. After taxation of RM12.75 million at an effective rate of 26.6%, the Group achieved PAT of RM35.27 million (FYE2025: RM26.35 million), with basic EPS improving to 4.42 sen from 3.30 sen.

Review Of Financial Position

Group Financial Position	31 Mar 2026 (RM'000)	31 Mar 2025 (RM'000)	Change (%)
Total Assets	160,646	94,065	+70.8%
Total Liabilities	25,243	43,691	-42.2%
Total Borrowings ^	1,035	3,124	-66.9%
Total Equity	**135,403**	**50,374**	**+168.8%**
Cash & Cash Equivalents	91,272	35,171	+159.5%
Net Assets Per Share (RM)	0.17	0.06	N/A
Current Ratio (times)	5.84	1.79	N/A
Gearing Ratio (times)	0.01	0.06	N/A

Note: Current ratio = current assets / current liabilities. Gearing ratio = total borrowings / total equity. Cash and cash equivalents = cash and bank balances + fixed deposits, net of pledged fixed deposits.

^ Total Borrowings exclude lease liabilities.

The Group's financial position strengthened considerably as at 31 March 2026. Total assets grew by RM66.58 million or 70.8% to RM160.65 million, driven by a substantial increase in cash and cash equivalents to RM91.27 million following the receipt of net IPO proceeds of RM49.76 million and strong operating cash generation. Trade receivables increased by RM8.72 million to RM29.95 million reflecting higher outstanding project billings, while contract assets decreased by RM5.37 million as unbilled amounts were progressively billed and collected.

Total equity expanded by RM85.03 million or 168.8% to RM135.40 million, driven by the IPO share issuance and FYE2026 PAT of RM35.27 million. Total borrowings declined to RM1.04 million following the full repayment of all hire-purchase facilities, leaving the Group in a net cash position with a gearing ratio of 0.01 times. The current ratio of 5.84 times reflects the Group's robust liquidity position.

Liquidity And Capital Resources

The Group generated net cash from operating activities of RM24.88 million in FYE2026 (FYE2025: RM43.59 million). The lower operating cash generation was principally due to higher receivables of RM8.05 million from outstanding project billings, net contract balance outflows of RM4.60 million and higher tax payments of RM13.63 million in line with stronger profitability.

Net cash used in investing activities was RM2.06 million, primarily capital expenditure of RM1.75 million on five motor vehicles, head office renovation and office equipment. Net cash from financing activities was RM33.84 million, mainly driven by net IPO proceeds of RM49.76 million, partially offset by net placement of fixed deposits pledged with licensed banks of RM7.30 million, dividends paid of RM6.50 million and borrowings repayments of RM2.57 million. Overall, cash and cash equivalents grew by RM56.10 million to RM91.27 million as at 31 March 2026, and the Group remains well-capitalised to fund its operations and growth plans.

Utilisation Of IPO Proceeds

The Company was listed on the ACE Market on 7 October 2025 via a public issue of 143,000,000 new ordinary shares at an issue price of RM0.36 per share, raising gross proceeds of RM51.48 million.

The status of utilisation as at 31 March 2026 is as follows:

Details of use of proceeds	Proposed utilisation (RM'000)	Reallocation (RM'000)	Actual Utilised (RM'000)	Balance to be utilised (RM'000)	Estimated timeframe for utilisation from the date of listing
Repayment of Bank Borrowings	2,300	(1,307)	(993)	–	Within 6 months
Capital Expenditure	3,200	–	–	3,200	Within 24 months
Performance Bond for Future Projects	16,150	–	–	16,150	Within 24 months
Working Capital	24,630	1,049	(4,007)	21,672	Within 24 months
Listing Expenses	5,200	258	(5,458)	–	Within 3 months
Total	**51,480**	**–**	**(10,458)**	**41,022**	

As at 31 March 2026, RM10.46 million of the gross proceeds has been utilised, comprising repayment of bank borrowings of RM0.99 million, listing expenses of RM5.46 million and working capital of RM4.01 million. The remaining balance of RM41.02 million will be utilised for capital expenditure, performance bonds for future projects and working capital within 24 months from the listing date, in accordance with the stated purposes in the Company's Prospectus dated 12 September 2025.

Order Book And Contract Activities

Order Book

As at 31 March 2026, the Group's outstanding order book stood at RM164.64 million across nine active projects, with revenue expected to be recognised as follows:

Business Activities	Order Book (RM'000)
EPCC – Overhead Infrastructure	108,673
EPCC – Underground Infrastructure	23,653
Substation Engineering Services	30,821
Maintenance Services	1,493
Total	**164,640**

The order book of RM164.64 million provides the Group with revenue visibility extending into FYE2028, with RM115.25 million expected to be recognised in FYE2027 and RM49.39 million in FYE2028. The order book also reflects a diversified project mix across all business activities, including a return of substation engineering services works valued at RM30.82 million, signalling a broadening of the Group's project base heading into the coming year.

Contract Activities in FYE2026

During FYE2026, the Group secured five new contracts with a combined value of RM133.25 million — namely the Puteri Iskandar, Gurun, Sedenak, CTDC and Genting Sempah projects, all awarded by its principal customer. Three projects were completed during the financial year with a combined recognised revenue of RM74.13 million (Ayer Tawar, Kampung Gajah and Sedenak projects), all delivered ahead of schedule. Two variation orders totalling RM4.02 million were also received on the Kedah and Kedah 2 projects.

Dividend

An interim single-tier dividend of approximately RM0.68 per ordinary share amounting to RM6.50 million, declared on 12 November 2024 in respect of FYE2025, was paid on 23 April 2025 within the FYE2026.

Subsequent to FYE2026, the Board declared an interim single-tier dividend of RM0.0113 per ordinary share in respect of FYE2026, amounting to RM9,009,004.10 in aggregate, declared on 6 April 2026 and paid on 30 April 2026.

The Board's dividend policy targets a payout of at least 25% of the Group's consolidated profit after tax attributable to the owners of the Company in each financial year, subject to distributable profits, working capital requirements, capital expenditure plans, applicable laws and the Board's discretion.

Anticipated Or Known Risks

The following are the key risks that may affect the operations and financial performance of the Group:

1. **Customer Concentration Risk**
   The Group derives a significant majority of its revenue from its principal customer. This concentration exposes the Group to the risk of fluctuations in the principal customer's contracting activity, procurement policy changes or project delays. The Group manages this risk through consistent on-time delivery performance and the maintenance of high technical and safety standards, which have reinforced its position as an approved contractor of the principal customer over nearly two decades.

   Nevertheless, the Group is actively taking steps to diversify its revenue sources by pursuing subcontracting opportunities with other main contractors and expanding its involvement in projects for private sector clients whenever suitable opportunities arise. These initiatives are expected to broaden the Group's customer base, reduce reliance on a single customer over time, and create additional growth opportunities while leveraging the Group's established expertise in power infrastructure works.

2. **Material Cost Fluctuation Risk**
   Construction materials including conductors, steel poles, cables and electrical components are exposed to price movements driven by commodity cycles, import costs and procurement lead times. Cost increases that cannot be fully passed on to customers could compress project margins. The Group addresses this by building appropriate cost provisions into tender pricing, monitoring procurement markets closely and maintaining supplier relationships to ensure pricing competitiveness and continuity of supply.

3. **Labour and Workforce Risk**
   The Group relies on a combination of local employees and foreign workers. Any tightening of foreign worker policies, escalation in labour costs or shortage of skilled technical workers could disrupt project timelines or increase operational costs. The Group mitigates this through structured workforce planning and skills development across project sites.

4. **Project Execution Risk**
   Delays, cost overruns or changes in project scope arising from factors outside the Group's control — including adverse weather, procurement lead times or changes in technical specifications, may adversely impact project profitability and delivery timelines. The Group's project management framework, which includes regular progress monitoring, proactive

contract management and client communication, is designed to identify and address potential issues early.

5. **Regulatory and Licensing Risk**
   The Group's eligibility to tender for projects requires the maintenance of its G7 contractor registrations with CIDB as well as its TNB and MOF registrations. Any failure to renew or maintain these registrations could restrict the Group's project eligibility and revenue generation. A dedicated compliance function oversees adherence to all statutory, technical and contractual requirements.

Prospects And Outlook

Order Book and Near-Term Visibility
The Group enters FYE2027 with an order book of RM164.64 million as at 31 March 2026, providing clear earnings visibility. With RM115.25 million expected to be recognised in FYE2027 and the remaining RM49.39 million in FYE2028, the Group has a solid near-term revenue foundation.

Favourable Industry Outlook
The structural growth drivers for Malaysia's power infrastructure utilities market remain in place. Continued data centre investments, industrial expansion, the government's energy transition agenda and the principal customer's ongoing network modernisation and expansion programmes are expected to sustain demand for utilities engineering services. The Group is well-positioned to benefit from these trends given its established track record, registrations with CIDB, TNB and MOF, and deep familiarity with the principal customer's technical and safety requirements.

Strategic Growth Direction
Management will continue to focus on the Group's core competency in EPCC of overhead infrastructure while actively growing its contributions from EPCC of underground infrastructure as well as substation engineering services. The Group intends to pursue larger-value contracts, supported by its strengthened post-IPO balance sheet, which enables it to support larger performance bonds and banking facilities. The planned establishment of a dedicated Design Department will further deepen the Group's in-house engineering capabilities, enhancing its competitiveness and ability to offer more comprehensive solutions to the principal customer.

Potential Challenges
The Board and management remain vigilant to potential challenges that could affect performance in the coming year. Customer concentration remains the Group's primary structural risk, as the Group's performance is closely tied to the contracting activity of its principal customer. Any reduction in the principal customer's infrastructure investment or delays in project rollouts could materially impact the Group's order intake. Rising material costs continue to be a key operational challenge, and the Group's ability in setting the tender price appropriately will be an important factor in sustaining its margins. Competition from established engineering contractors for project tenders is expected to remain keen. The Group will manage these challenges through disciplined tendering, proactive cost management and the continued delivery of high-quality, on-time project execution.

Board's Assessment
Notwithstanding the above challenges, the Board remains optimistic about the Group's prospects for FYE2027 and beyond. Supported by its net cash position, an experienced management team and RM164.64 million order book, the Group is well-positioned to continue delivering sustainable growth and long-term value to its shareholders.

SUSTAINABILITY STATEMENT

ABOUT THIS STATEMENT

Cheeding Holdings Berhad ("the Company") is an investment holding company listed on the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities"). Together with its subsidiaries ("the Group"), the Group is principally engaged in engineering, procurement, construction and commissioning ("EPCC") works for overhead line towers and underground utilities engineering as well as substation engineering services, undertaken through Pembinaan Bukit Cheeding Sdn Bhd ("PBCSB"), which contributes 100% of the Group's revenue.

This Sustainability Statement ("this Statement") presents the Group's approach to managing the economic, environmental, social and governance matters material to its business, together with its sustainability performance for the financial year from 1 April 2025 to 31 March 2026 ("FYE2026"). This is the Group's first Sustainability Statement, prepared following the Company's listing on the ACE Market.

Reporting Period

This Statement covers FYE2026, consistent with the Group's financial reporting cycle. As this is the Group's first year of formal sustainability reporting, no prior-year comparative sustainability data is presented; comparative trends will be established progressively from FYE2027 onwards.

Reporting Scope and Boundary

This Statement covers the sustainability performance of the Group's principal business operations in Malaysia. The reporting boundary comprises:

- the Company, an investment holding entity with no direct operations; and
- PBCSB, contributing 100% of the Group's revenue and all operational sustainability data disclosed in this Statement.

BC Services Sdn Bhd ("BC Services"), a wholly-owned subsidiary of the Company, supports PBCSB projects but had not commenced active operations during FYE 2026 and has accordingly, been excluded from the sustainability reporting boundary on the basis of immateriality. BC Services is disclosed under the Group's corporate structure elsewhere in this Annual Report.

Reporting Frameworks

In preparing this Statement, the Group has made reference to the following recognised frameworks, standards and guidelines, to enhance the quality, comparability and transparency of its sustainability disclosures:

- Bursa Securities' ACE Market Listing Requirements ("ACE LR"), including Guidance Note 11A ("GN11A");
- Bursa Malaysia Sustainability Reporting Guide (3rd Edition) ("Sustainability Reporting Guide"); and
- United Nations Sustainable Development Goals ("UN SDGs").

As the Group's sustainability reporting practices continue to mature, the Group intends to progressively broaden its disclosures in line with the National Sustainability Reporting Framework and applicable International Sustainability Standards Board standards in future reporting periods.

Statement of Assurance

This Statement has not been subjected to internal review by the Group's internal auditor or an external independent assurance process for FYE2026. The Group will continue to assess the appropriate level of assurance, whether internal or external as part of its ongoing enhancement of sustainability governance and reporting practices in future reporting periods.

Feedback

The Group welcomes feedback from all stakeholders on this Statement and on its sustainability practices generally, as part of its commitment to continuous improvement. All relevant comments, inquiries or suggestions can be directed to chb@cheeding.com.

SUSTAINABILITY GOVERNANCE

The Board of Directors ("the Board") holds ultimate responsibility for the Group's sustainability direction, including oversight of material economic, environmental, social and governance matters. The Board is supported in this responsibility by the Audit and Risk Management Committee ("ARMC"), Senior Management, and designated safety and environmental personnel, forming a structured governance approach appropriate to the Group's current scale of operations.

Governance Structure

As the Group is in the early stages of formalising its sustainability governance structure following its listing on the ACE Market, sustainability oversight is currently discharged through the Group's existing governance structure rather than a dedicated, standalone sustainability committee. The Board has noted a suggestion, previously raised and recorded in the Board's meeting minutes, to establish a dedicated sustainability committee, and will continue to evaluate the appropriate timing and structure for its formalisation.

The Group's current sustainability governance structure is set out below:

Holds ultimate responsibility for the Group's sustainability strategy and performance. Reviews and approves the Group's material sustainability matters and sustainability disclosures, and monitors sustainability performance periodically as part of its ongoing oversight of the Group's operations.

Assists the Board in overseeing the management of sustainability-related risks and the adequacy of internal controls supporting sustainability disclosures, in the absence of a dedicated Board-level sustainability committee. Reviews sustainability performance and material matters on a timely basis and escalates significant matters to the Board.

Responsible for the day-to-day implementation of sustainability initiatives across the Group's operations, coordinating the collection and monitoring of sustainability data, and reporting progress to the ARMC and the Board.

Oversee the day-to-day implementation of occupational health and safety, and environmental compliance matters at the operational and project site level, reporting to Senior Management.

This structure will continue to evolve as the Group progresses in its sustainability reporting journey, including the potential formalisation of a dedicated sustainability committee in future reporting periods.

Frameworks and Policies Guiding Sustainability Efforts

The Group's approach to sustainability is guided by an internal framework that translates its sustainability commitments into day-to-day business practice, anchored by a set of policies endorsed by the Board. This framework provides the foundation for how the Group identifies, manages and monitors its material sustainability matters, and is expected to be further formalised as the Group's sustainability governance structure and reporting practices mature.

The following key policies currently underpin the Group's sustainability practices:
- Anti-Bribery and Corruption Policy ("ABC");
- Whistleblowing Policy;
- Code of Ethics and Conduct;
- Sustainability Policy
- Occupational Safety and Health Policy; and
- Employee Handbook, covering employee welfare, benefits and workplace conduct.

These policies are communicated to employees and, where applicable, business associates, and are reviewed periodically by the Board to ensure continued relevance to the Group's operations and alignment with the Group's material sustainability matters.

STAKEHOLDER ENGAGEMENT

The Group recognises that meaningful and continuous engagement with its stakeholders is fundamental to identifying sustainability risks and opportunities, and to shaping a sustainability approach that is responsive to stakeholder expectations. Stakeholders were identified based on their level of influence on, and dependence on, the Group's operations.

As the Group's principal customer accounts for the substantial majority of PBCSB's revenue, its own sustainability expectations of its contractor network directly inform the Group's sustainability priorities. Based on the principal customer's publicly disclosed sustainability framework, it requires all contractors operating on its sites to hold the NIOSH Tenaga Safety Passport ("NTSP") and to comply with its Health, Safety, Environment Management System ("HSEMS"), which is aligned with ISO 45001 and ISO 14001. Its Sustainable Procurement Code of Conduct ("SPCC") further requires contractors to adhere to environmental regulations, demonstrate zero tolerance for corruption, and progressively adopt ESG-aligned practices across their operations. The Group's material sustainability topics – particularly Occupational Health and Safety, Environmental Compliance, Business Ethics and Anti-Corruption, and Regulatory and Legal Compliance – are directly informed by and consistent with the principal customer's sustainability expectations of its contractor network.

The key stakeholder groups engaged by the Group, together with their key areas of concern and the corresponding engagement methods, are summarised below:

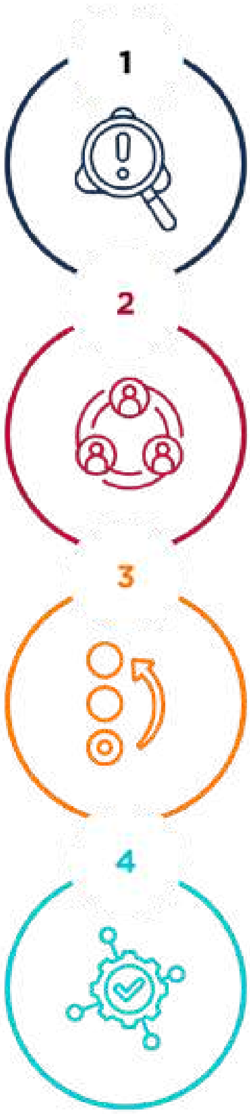
Stakeholder Group	Key Concerns	Engagement Method	Frequency
Internal Stakeholders (Board, Senior Management and Employees)	Governance and strategic direction; occupational health and safety; fair employment practices; training and career development; employee welfare and benefits; equal opportunities and human rights	Board and management meetings; employee sustainability survey; management interviews; training programmes; staff benefits and welfare initiatives; performance-based bonuses; grievance channel	Monthly / As needed
Customers (led by the Group's principal customer, a national utility and grid infrastructure owner)	Project delivery quality and timeliness; safety performance on site; regulatory compliance	Project progress meetings; site inspections and audits; contractor performance evaluation	As needed / Per project milestone
Suppliers and Subcontractors	Fair and transparent procurement practices; timely payment; work scope clarity	Supplier and subcontractor evaluation; site meetings	By project cycle
Regulators and Authorities	Compliance with applicable laws, licences and permits; adherence to safety and environmental standards	Site inspections and audits; permit and licence applications; official submissions and correspondence	As needed
Shareholders and Investors	Business performance and growth prospects; corporate governance; sustainability performance	Annual General Meeting; Bursa Securities announcements; Annual Report; corporate website	Annually / As needed
Local Communities	Social and environmental impact of the Group's operations on surrounding communities	Direct engagement as project circumstances require	As needed

MATERIALITY ASSESSMENT

The Board recognises the materiality assessment as a fundamental process in identifying, evaluating and prioritising the sustainability matters most significant to the Group's business operations and to its stakeholders. All sustainability matters considered were assessed afresh through this process.

Materiality Assessment Process

The Group conducted a formal sustainability materiality assessment for FYE2026, forming the foundation of this Statement. The assessment was undertaken through a structured, four-step process designed to identify and prioritise the economic, environmental, social and governance matters most significant to the Group's business and most important to its stakeholders, as outlined below:



Issue Identification

A universe of thirteen (13) potential sustainability topics was identified based on a review of the Sustainability Reporting Guide, the Group's industry context as a construction and utilities engineering group, sustainability matters commonly reported by comparable listed companies in the construction and electrical infrastructure sector, and regulatory requirements applicable to the Group's operations. Topics were organised across the Economic, Environmental, Social and Governance pillars.

Stakeholder Engagement

Two structured engagement exercises were administered to capture stakeholder perspectives on the significance of each identified topic. An Employee Materiality Survey was distributed to all employees across the Group in three languages, while a Management Interview Questionnaire was conducted with three members of senior management. The employee survey was intentionally designed with forced-choice and scenario-based questions to avoid response clustering and produce a meaningful spread of stakeholder priorities.

Prioritisation and Matrix Generation

Survey responses were analysed using a composite scoring methodology. Employee survey scores – derived from forced-choice topic prioritisation, risk severity ratings, business risk perception, improvement assessments and awareness sentiment, form the Importance to Stakeholders axis of the Materiality Matrix. Management assessment scores – derived from the average of all three interviewees' numeric ratings – form the Significance to Business axis. Topic positioning was further validated against sector context, regulatory exposure and stakeholder signals, before being plotted on the Materiality Matrix to determine each topic's priority classification.

Validation, Approval and Reporting

The materiality assessment findings, including the Materiality Matrix and the confirmed list of thirteen (13) material sustainability matters, were reviewed and approved by the Board of Directors of the Group. The validated material topics form the basis of this Statement. The materiality assessment will be reviewed and updated on an annual basis, or when significant changes occur in the Group's business context, stakeholder expectations or operating environment.

Stakeholder Engagement for Materiality

Stakeholder engagement is integral to the Group's materiality assessment process. The Group recognises that an effective materiality assessment must capture the perspectives of those most affected by, or with significant influence over, the Group's business operations. For FYE2026, stakeholder engagement for the purpose of the materiality assessment was conducted across four key groups, as summarised below.

Stakeholder Group	Engagement Method	Coverage	Key Concerns Identified
Employees (Local & Foreign)	Employee Materiality Survey	110 of 175 employees (63.6% response rate) Tri-lingual: English, Bahasa Malaysia, Mandarin	Occupational safety, employee welfare and fair pay, career development, human rights and fair treatment of foreign workers

Senior Management	Management Interview Questionnaire	3 interviewees	Business risks, revenue concentration, regulatory and licence risk, talent retention, strategic sustainability priorities
Principal Customer	Desk Research and Secondary Sources	Publicly disclosed sustainability framework of the Group's principal customer, HSEMS, SPCC	Safety compliance (NTSP, ISO 45001), environmental standards, zero-corruption conduct, ESG-aligned contractor practices
Regulators & Authorities	Regulatory Review	OSHA 1994, EQA 1974, CIDB Act 1994, GN11A, MACC Act 2009	Worker safety, environmental compliance, anti-corruption, transparent sustainability disclosure

The Employee Materiality Survey was specifically designed with anti-clustering measures – including a forced-choice topic selection question requiring each respondent to select only their top three most important topics to produce a meaningful spread of responses and avoid uniformly high ratings across all topics. The Management Interview Questionnaire combined structured numeric ratings with open-ended qualitative questions to capture both quantitative scores and strategic reasoning.

Materiality Matrix

The results of the materiality assessment are presented in the Materiality Matrix below, which plots all thirteen (13) identified sustainability topics across two axes: Significance to Business (horizontal axis), representing the average of Senior Management's numeric ratings normalised to a scale of 1 to 10; and Importance to Stakeholders (vertical axis), a composite score derived from the Employee Materiality Survey, normalised to a scale of 1 to 10. Topics are classified into three zones: High Priority (high significance on both axes), Medium Priority (high business significance but comparatively lower current stakeholder priority), and Monitor (lower relative significance on both axes at this stage, to be reviewed in future reporting periods).

Material Topics

Based on the outcome of the materiality assessment, the Group has confirmed thirteen (13) material sustainability topics for FYE2026, spanning the Economic, Environmental, Social and Governance pillars. These topics were identified as material because they reflect the Group's significant economic, environmental and social impacts, and/or substantively influence the assessments and decisions of key stakeholders, together with their corresponding priority classification and alignment to the UN SDGs, as set out below:

No.	Pillar	Material Topic	Priority	SDG Linkage
1	Economic	Economic Performance	High	8 DECENT WORK AND ECONOMIC GROWTH; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
2		Supply Chain Management	Medium	
3	Environmental	Energy Efficiency	Monitor	6 CLEAN WATER AND SANITATION
4		Waste Management	Medium	
5		Water Management	Monitor	
6		Environmental Compliance	Medium	
7	Social	Occupational Health & Safety	High	4 QUALITY EDUCATION; 8 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITIES
8		Employee Training & Development	High	
9		Employee Welfare & Benefits	High	
10		Human Rights	High	
11		Diversity & Inclusion	Monitor	
12	Governance	Business Ethics & Anti-Corruption	Medium	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
13		Regulatory & Legal Compliance	High	

Topics classified as High Priority represent sustainability matters where both business significance and stakeholder importance are high; these topics receive full disclosure of the Group's management approach, performance and targets in the respective sections of this Statement. Medium Priority topics are significant to the business and are disclosed with a proportionate level of detail. Topics classified as Monitor are of lower relative significance at this stage but continue to be tracked and will be reviewed in subsequent reporting periods as the Group's sustainability reporting matures.

SUSTAINABILITY RISKS AND OPPORTUNITIES

The Group's sustainability-related risks and opportunities are identified and managed as an integral part of its Enterprise Risk Management ("ERM") framework, which is reviewed by Senior Management and overseen by the ARMC and the Board. This ensures that sustainability considerations are embedded within the Group's broader risk management processes, rather than managed in isolation.

The table below sets out the key risks and opportunities associated with each of the Group's thirteen (13) confirmed material sustainability topics, together with the potential impact of each risk and the Group's corresponding management approach. Consistent with the relative priority classification set out in Section 4.4, High Priority and Medium Priority topics are discussed in greater depth, while Monitor topics are presented at a level of detail proportionate to their current priority:

Material Topic	Key Risk	Potential Impact	Management Approach	Opportunity
Economic Performance	**Customer concentration and project delivery risk**	A reduction in the principal customer's capital expenditure on transmission and network development projects, or a change in the Group's standing as an approved contractor, could adversely affect the Group's revenue, given its reliance on this single principal customer. Separately, rising material costs, inaccurate budgeting, or project delays could result in cost overruns that erode profit margins.	The Group actively participates in its principal customer's tender pipeline, supported by its certified approved contractor status, and has capabilities in diversifying into subcontracting opportunities with other main contractors and private sector clients. Project costs are managed through stringent estimation procedures, milestone monitoring and contingency planning.	Expansion of the principal customer's transmission and grid development pipeline, has capabilities in broader diversification of the Group's customer base, and improved cost discipline strengthening competitiveness in future tenders.
Supply Chain Management	**Reliance on subcontractors and vendors**	Underperformance by subcontractors or vendors in quality, pricing or delivery timeliness could affect project quality, cost and the Group's reputation with customers.	The Group conducts pre-qualification assessments and performance evaluations, and maintains relationships with alternate subcontractors to manage supply continuity.	Stronger, more resilient subcontractor and supplier relationships built on consistent performance evaluation.

Energy Efficiency	**Rising energy costs**	Increases in electricity and fuel costs could raise the Group's operating costs across its office and project site operations.	The Group monitors electricity usage across its offices and project sites as a basis for future energy efficiency initiatives.	Improved energy monitoring supports cost efficiency and establishes a baseline for future energy management initiatives.
Waste Management	**Improper waste handling**	Improper handling or disposal of construction and scheduled waste could result in environmental harm and regulatory non-compliance.	The Group manages waste generated at project sites in line with applicable environmental regulations and site practices.	Development of more structured waste tracking and reduction practices as the Group's environmental management matures.
Water Management	**Inefficient water usage**	Inefficient water usage at project sites and office premises could increase operating costs and environmental impact.	The Group monitors water usage across its office and project site operations.	Identification of water efficiency opportunities as monitoring practices mature.
Environmental Compliance	**Environmental impact of site operations**	Site activities such as land clearing, excavation and construction works carry inherent environmental risks, including soil erosion and improper waste handling, which could result in regulatory non-compliance if not properly managed.	The Group applies environmental management practices at project sites, supported by its ISO 14001 certification.	Strong environmental compliance supports continued eligibility for projects with the Group's principal customer and other regulated infrastructure projects.
Occupational Health & Safety	**Workplace safety hazards**	The nature of the Group's work, including work at height and deep excavation, exposes employees and subcontractors to safety risks; incidents could result in regulatory penalties, project suspension, or reputational harm, including potential impact on the Group's standing with its principal customer.	The Group maintains an ISO 45001-certified safety management system, mandatory safety training and certification for relevant work scopes, and site-level safety supervision.	A sustained zero-incident safety record strengthens standing in the principal customer's contractor performance evaluations and tender assessments.

Employee Training & Development	**Skills gaps**	Insufficient training could affect employees' technical competency and safety awareness, and constrain the Group's project execution capability.	The Group provides mandatory safety and compliance training as well as skills development training to employees, including specialised certifications for site-based work.	A well-trained, competent workforce strengthens project execution quality and supports employee retention.
Employee Welfare & Benefits	**Employee dissatisfaction**	Inadequate employee welfare and benefits could affect employee morale, retention and productivity.	The Group provides employee benefits including medical benefits and structured leave entitlements, as set out in the Employee Handbook.	Improved employee welfare supports higher retention and productivity.
Human Rights	**Labour and foreign worker rights**	Given the Group's reliance on foreign workers, failure to uphold fair labour practices could result in regulatory non-compliance and reputational harm.	The Group adheres to applicable labour laws and regulations, including requirements relating to the accommodation and treatment of foreign workers.	Strong labour practices support the Group's reputation as a responsible employer and contractor.
Diversity & Inclusion	**Limited workforce diversity**	Limited diversity across the workforce could constrain the range of perspectives and talent available to the Group.	The Group promotes equal-opportunity employment practices across its workforce.	A more diverse workforce broadens the Group's talent pool over time.
Business Ethics & Anti-Corruption	**Corruption and integrity risk**	As a contractor to a government-linked principal customer, the Group is exposed to reputational and legal risk should any bribery or corruption incident occur involving its employees or business associates.	The Group implements its ABC, conducts mandatory anti-corruption training, and maintains a whistleblowing channel to detect and address integrity concerns.	A demonstrated zero-tolerance culture reinforces trust with the Group's principal customer and other stakeholders.
Regulatory & Legal Compliance	**Regulatory and licensing risk**	Non-compliance with applicable regulatory requirements, including CIDB licensing and contractor registration with the Group's principal customer, could result in penalties, project delays, or suspension of the Group's ability to tender for new projects.	The Group monitors regulatory developments and maintains its licences, certifications and registrations to preserve its standing as an approved contractor.	Continued good standing with regulators and the Group's principal customer preserves tender eligibility and project pipeline.

Economic Performance

Sound economic performance is the foundation upon which the Group's ability to invest in its workforce, its supply chain, and its broader sustainability commitments ultimately rests. This pillar addresses the two Economic material topics confirmed through the Group's materiality assessment: Economic Performance and Supply Chain Management.

Economic Performance is a High Priority material topic for the Group, reflecting its fundamental importance to both the Group's business continuity and its stakeholders' expectations. The Group's revenue is generated entirely through PBCSB, which delivers overhead and underground utilities engineering works for the Group's principal customer. Sustained and profitable revenue generation directly underpins the Group's ability to pay competitive wages and benefits to its employees, meet its obligations to suppliers and subcontractors in a timely manner, contribute tax revenue that supports national development, and deliver returns to its shareholders. A financially resilient Group is also better positioned to invest in workplace safety, employee training, and environmental management – initiatives that depend on the availability of stable operating cash flow.

As disclosed in the Management Discussion and Analysis elsewhere in this Annual Report, the Group's business is characterised by a significant reliance on its principal customer. While customer concentration remains an inherent business risk, Management believes the risk is moderated by the Group's long-standing track record with its principal customer, continued demand for transmission and grid infrastructure projects, and ongoing efforts to diversify its customer base. Notwithstanding this, the Group is actively pursuing diversification of its revenue base by pursuing subcontracting opportunities with other main contractors and expanding its participation in projects for private sector clients where suitable opportunities arise. These initiatives are intended to progressively broaden the Group's customer base, reduce reliance on any single customer over time, and create additional avenues for growth while continuing to leverage the Group's established expertise in power infrastructure works.
For FYE2026, the Group recorded total revenue of RM110,690,000. As this is the Group's first year of sustainability reporting following its listing on the ACE Market, this figure is presented without a prior-year comparative; a three-year trend will be progressively built from FYE2027 onwards, consistent with the rolling-basis approach to indicator disclosure set out in the Bursa Malaysia Sustainability Reporting Guide (3rd Edition).

The economic value distributed by the Group during FYE2026, on a cash basis, is set out below:

Selected Economic Value Distributed	FYE2026 (RM)
Employee wages and benefits paid	7,378,867
Payments to suppliers	41,317,275
Dividends paid to shareholders	6,500,000
Taxes paid to the government	13,634,447
Community / CSR investment	Nil

Going forward, the Group will continue to strengthen its financial resilience through prudent cost management, disciplined capital allocation and the gradual diversification of its customer portfolio. Management will continue monitoring customer concentration risk and pursue opportunities to broaden the Group's revenue base while leveraging its established expertise in power infrastructure engineering.

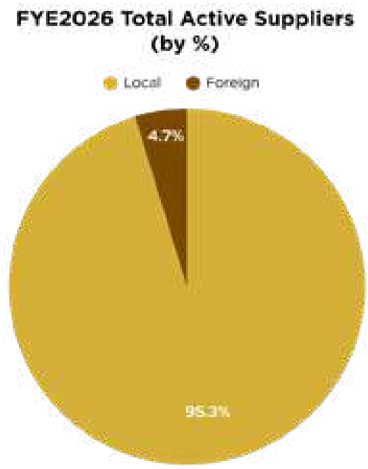
Supply Chain Management

Supply Chain Management is a Medium Priority material topic for the Group. As a contractor delivering overhead and underground utilities engineering works, the Group depends on a network of suppliers and subcontractors for the materials, specialised equipment and services required to execute its projects. The quality, reliability and pricing of goods and services procured directly affect the Group's project outcomes, cost competitiveness, and its standing with the Group's principal customer, which maintains a pre-approved supplier list for major equipment. Responsible supply chain management is therefore integral to the Group's ability to deliver projects safely, on time, and to specification. The Group's procurement function is responsible for evaluating suppliers and subcontractors based on criteria including pricing competitiveness, product and service quality, delivery reliability, technical capability and past performance. Supplier performance is monitored throughout project execution, where applicable, to ensure compliance with contractual requirements, technical specifications and project delivery expectations.

In selecting suppliers and subcontractors, the Group's principal criteria include pricing competitiveness, quality of products or services offered, and reliability of delivery timelines. For major equipment in particular, procurement is guided by the pre-approved supplier list maintained by the Group's principal customer, ensuring that materials used in the Group's projects meet the required technical and quality standards.

As at FYE2026, the Group engaged a total of 106 active suppliers, comprising 101 local suppliers and 5 foreign suppliers. Although formal ESG assessments were not conducted during FYE2026, compliance with applicable legal, technical and customer requirements formed part of the Group's supplier selection process. By procurement cost, local suppliers accounted for approximately 79.74% of the Group's total material and subcontractor cost of RM36,836,090 for FYE2026, with the remaining 20.26% attributable to foreign suppliers, as set out below:

Supplier Base	FYE2026
Total active suppliers	106 (101 local, 5 foreign)
Total material and subcontractor cost (RM)	36,836,090
Local supplier cost (%)	≈ 79.74%
Foreign supplier cost (%)	≈ 20.26%



The Group's continued preference for local suppliers and subcontractors supports domestic economic participation, shortens supply lead times, and reduces exposure to cross-border supply chain disruptions and foreign exchange volatility. Working with local suppliers also facilitates closer engagement, improves procurement responsiveness and enables more efficient coordination throughout project execution, supporting the Group's ability to deliver projects safely, on time and to the required quality standards. Looking ahead, the Group intends to continue prioritising local suppliers and subcontractors where feasible, and will evaluate the introduction of formal supplier ESG screening and periodic supplier audits as its procurement governance practices mature.

ENVIRONMENT STEWARDSHIP

As a provider of overhead and underground utilities engineering solutions, the Group's operations involve land-based construction activities, the deployment of heavy machinery and vehicles, and the consumption of electricity, fuel and water across its offices and project sites. This pillar addresses the four Environmental material topics confirmed through the Group's materiality assessment: Energy Efficiency, Waste Management, Water Management, and Environmental Compliance. FYE2026 represents the first year in which the Group has systematically compiled quantitative environmental data across these topics, establishing a baseline from which future performance and reduction targets will be developed.

The Group recognises that climate change may increase operational challenges through rising temperatures, heavier rainfall and more frequent extreme weather events, which may affect construction schedules, site safety and project execution. While climate-related risks are not currently assessed as a standalone material topic, the Group will continue monitoring their potential impact as part of its broader environmental risk management processes.

Energy Efficiency

Energy Efficiency is a Monitor-priority material topic for the Group. The Group's principal operations involve the deployment of machinery, excavators, generators and vehicles for overhead and underground utilities engineering works, alongside electricity consumption at its office premises. The Group monitors electricity and fuel consumption through utility bills, fuel purchase records and operational usage across its office premises and project sites. Senior Management reviews consumption trends periodically to identify opportunities for improving operational efficiency and managing energy-related costs.

For FYE2026, the Group's total electricity consumption across its office premises and project sites, together with fuel consumption for its vehicles, machinery and generators, is set out below:

Electricity Consumption	FYE2026 (kWh)
Office premises	107,251
Project sites	21,630
Total	128,881

Fuel Consumption	Site (litre)	Office (litre)	Total (litre)
Diesel	218,937	-	218,937
Ron 95	542	17,111	17,653
Total	219,479	17,111	236,590

Diesel consumption, which is primarily attributable to machinery, excavators, motor vehicles, and generators deployed at project sites, represents the largest single component of the Group's fuel usage, consistent with the nature of the Group's overhead and underground utilities engineering activities. The Group does not currently utilise renewable energy or hold any green tariff subscriptions. Having established this baseline in FYE2026, the Group intends to progressively strengthen its energy management practices through enhanced consumption monitoring, preventive maintenance of machinery and vehicles, and the gradual adoption of more fuel-efficient equipment where commercially feasible.

Waste Management

Waste Management is a Medium Priority material topic for the Group. The Group's overhead and underground utilities engineering activities, including land clearing, excavation and overhead and underground cable installation — generate various forms of construction-related waste, including excavated soil, packaging materials, general construction waste and scheduled waste arising from machinery maintenance. Improper handling, storage or disposal of such waste could result in environmental pollution, regulatory non-compliance and reputational damage, including potential impacts on the Group's standing with its principal customer and other stakeholders.

The Group manages waste generated from its operations in accordance with applicable environmental laws, regulatory requirements and established site management practices. Construction waste is removed from project sites through planned housekeeping and disposal arrangements, while scheduled waste generated from machinery maintenance is handled by licensed waste contractors where applicable and in accordance with the Environmental Quality Act 1974 and its subsidiary regulations. Site personnel are responsible for maintaining good housekeeping practices throughout project execution to minimise unnecessary waste accumulation and reduce potential environmental impacts.

The Group does not currently operate a formal quantitative waste tracking system, and accordingly, quantitative waste generation data is not disclosed for FYE2026. Nevertheless, waste management practices continued to be implemented across the Group's project sites through operational controls, routine site supervision and compliance with applicable environmental requirements. This position is disclosed transparently in the interest of accurate reporting, consistent with the Group's broader approach to progressively strengthening its sustainability data collection and reporting capabilities.

Going forward, the Group intends to progressively establish a structured waste monitoring framework covering scheduled waste, recyclable materials and general construction waste to support more comprehensive quantitative disclosures in future reporting periods. The Group will also continue strengthening waste management practices across its operations through ongoing employee awareness, effective site housekeeping and compliance with applicable environmental regulations.

Water Management

Water Management is a Monitor-priority material topic for the Group. Water is consumed at the Group's office premises and project sites, primarily for general operational, welfare and dust suppression purposes during construction activities. While water usage is not a primary driver of the Group's operating costs, responsible water management remains an important component of the Group's broader environmental stewardship.

Water consumption is monitored through utility bills and operational records for both office and project site activities. While water usage is not currently

considered material from a financial perspective, the Group continues to monitor consumption to support responsible resource management and identify opportunities for efficiency improvements over time.

For FYE2026, the Group's total water consumption across its office premises and project sites is set out below:

Water Consumption	FYE2026 (m^3)
Office premises	914
Project sites	3,025
Total	3,939

FYE2026 marks the first year the Group has systematically compiled its water consumption data across its operations, establishing a baseline for future monitoring of water efficiency. The Group will continue strengthening its water monitoring practices while encouraging the prudent use of water across its offices and project sites, particularly where construction activities require water for operational purposes.

Environmental Compliance

Environmental Compliance is a Medium Priority material topic for the Group, reflecting the importance of ensuring that its construction and engineering activities are conducted in accordance with applicable environmental laws and regulations. As the Group undertakes land clearing, excavation and overhead and underground utilities works, effective environmental management is essential to minimise environmental impacts, support responsible project execution and maintain the confidence of customers, regulators and other stakeholders.

Responsibility for environmental compliance rests with the Group's operational management and designated site personnel, who oversee compliance with applicable environmental requirements throughout project execution. Environmental performance is monitored through routine site supervision, internal inspections and customer audits where applicable.

The Group's environmental management practices at project sites include obtaining the principal customer's approval prior to any land clearing or vegetation clearing works, ensuring that excavated soil is properly stored to prevent uncontrolled discharge into nearby waterways, and turfing affected areas following the completion of excavation activities to prevent soil erosion. These practices are applied consistently across the Group's project sites as part of its standard operating procedures.

The Group recorded zero environmental non-compliance incidents during FYE2026 and did not receive any environmental notices, stop-work orders, fines or other enforcement actions from the relevant authorities during the financial year. The Group's operations are further supported by an Environmental Management System aligned with ISO 14001. Looking ahead, the Group will continue strengthening site-level environmental controls, reinforcing employee awareness of environmental responsibilities and maintaining compliance with applicable environmental legislation and customer requirements across all project sites.

SOCIAL RESPONSIBILITY

The Group's employees and workforce, including a significant proportion of foreign workers are fundamental to its ability to deliver overhead and underground utilities engineering projects safely, on time, and to the required standard of quality. This pillar addresses the five Social material topics confirmed through the Group's materiality assessment: Occupational Health & Safety, Employee Training & Development, Employee Welfare & Benefits, Human Rights, and Diversity & Inclusion.

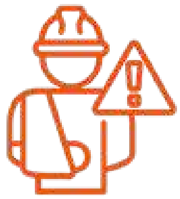
Occupational Health & Safety

Occupational Health & Safety is a High Priority material topic for the Group, rated by both management and employees as the most significant sustainability matter facing the business. Given the inherently hazardous nature of the Group's work, which includes working at height and deep excavation, effective safety management is critical not only to protecting the wellbeing of the Group's employees and subcontractors, but also to preserving the Group's commercial standing. The Group's principal customer conducts its own safety audits for each project undertaken by its contractors, and a low safety score can adversely affect a contractor's tender evaluation; in the event of a safety incident found to be attributable to contractor negligence, the principal customer may blacklist the contractor from participating in future tenders altogether. Safety performance is therefore directly linked to the Group's ability to sustain and grow its business with its principal customer. Responsibility for occupational health and safety is shared across Senior Management, designated safety personnel and project site supervisors. Safety performance is monitored through routine site inspections, compliance with permit-to-work requirements, mandatory competency certification and regular safety briefings conducted throughout project execution.

In recognition of these risks, the Group has embedded a number of mandatory safety requirements into its operations. All workers engaged in work at height are required to attend and pass Working at Height certification courses. Operators involved in deep excavation works are required to demonstrate relevant competency certification. Prior to the commencement of any construction work, the Group is required to obtain an approved Method of Statement from the client and a Permit to Work from the client or the relevant authority. These procedural controls are supplemented by the Group's ISO 45001-certified occupational safety and health management system.

For FYE2026, the Group recorded:

Zero
workplace accidents or incidents



Zero
Lost Time Injury ("LTI") cases

Zero
near-miss reports

Zero
DOSH incident reports filed

This safety performance reflects the Group's continued investment in mandatory safety certification, site supervision, and adherence to permit-to-work procedures across its project sites.

Safety-related training formed the substantial majority of the Group's overall training activities during FYE2026, spanning:

- Working at Height certification
- the NIOSH Tenaga Safety Passport ("NTSP"), required by the Group's principal customer
- the Expressway Operation Safety Passport ("EOSP")
- First Aid and CPR/AED certification
- Grid Contractor Qualified Person ("GCQP") certification
- Construction Work Permit training

These programmes were delivered to both local employees and foreign workers. Further details of the Group's training activities during FYE2026 are set out under Employee Training & Development below. Looking ahead, the Group remains committed to maintaining its zero-incident safety record and will continue to invest in safety training, certification and site supervision as a core operational priority.

Employee Training & Development

Employee Training & Development is a High Priority material topic for the Group. A well-trained and technically competent workforce is essential not only to safe project execution, but also to the Group's ability to deliver quality outcomes that meet the exacting standards required by its principal customer and other customers. Given the specialised and safety-critical nature of overhead and underground utilities and overhead line tower engineering work, the Group places strong emphasis on both mandatory certification training and broader skills development.

Training needs are identified based on operational requirements, regulatory obligations, competency requirements and individual development needs. Priority is given to mandatory safety and technical certifications, while selected employees are provided with professional development opportunities to strengthen organisational capability.

During FYE2026, the Group conducted 34 training sessions in total – 24 for local employees and 10 for foreign workers, amounting to approximately 1,443 training hours across its workforce, with a total training investment of approximately RM70,706. The substantial majority of training conducted was mandatory in nature, encompassing occupational safety and technical competency certifications required for site-based work. This was complemented by skills-based training for selected employees, including financial management, ESG and sustainable finance awareness, and digital tools such as Microsoft Excel and project cost management, reflecting the Group's efforts to build broader organisational capability beyond core technical and safety skills.

Training Metric	Local Employees	Foreign Workers	Total
Training sessions conducted	24	10	34
Approximate training hours	475	968	1,443
Average training hours per employee	≈ 9.1	≈ 7.9	≈ 8.2
Training investment (RM)	25,916	44,790	70,706

Looking ahead, the Group intends to continue providing mandatory safety and compliance training to all relevant employees, while progressively expanding its skills development offerings to support career progression and organisational capability across both local employees and foreign workers.

Employee Welfare & Benefits

Employee Welfare & Benefits is a High Priority material topic for the Group. Competitive and comprehensive employee benefits directly support employee morale, retention and productivity, which in turn underpin the Group's operational continuity and its ability to retain the skilled and experienced workforce needed to execute its projects safely and effectively. The Group recognises that competitive employee benefits contribute to workforce stability, employee wellbeing and long-term talent retention. Human resource policies are reviewed periodically to ensure continued compliance with statutory requirements and to remain competitive within the engineering and construction industry.

In addition to statutory Employees Provident Fund ("EPF") and Social Security Organisation ("SOCSO") contributions, the Group provides its employees with the following key benefits:

- Outpatient medical treatment of RM300 per year;
- Annual leave ranging from 8 to 16 days, based on length of service;
- Medical leave ranging from 14 to 22 days, based on length of service;
- Hospitalisation leave of 60 days per year;
- Maternity leave of 98 days and paternity leave of 7 days;
- Marriage leave of 3 days;
- Compassionate leave for critical illness affecting immediate family members, and bereavement leave for extended family members;
- Mileage claims of RM0.80 per km for work-related travel; and
- Overtime payment at 1.5 to 3 times the hourly rate of pay, depending on the nature of work performed.

Beyond formal benefits, the Group also fosters a sense of community and belonging among its local employees through workplace celebrations, including monthly birthday celebrations and Hari Raya celebrations, which the Group views as a meaningful complement to its formal welfare provisions in building employee engagement and a positive workplace culture.

During FYE2026, 5 employees took parental leave (maternity or paternity) under the Group's leave policies. During FYE2026, the Group recorded 27 new hires and 25 resignations, representing a turnover rate of approximately 14.4%. Management remains committed to maintain its current suite of employee benefits and welfare provisions, and will continue to review its offerings periodically to ensure they remain competitive within the construction and engineering sector.

Human Rights

Human Rights is a High Priority material topic for the Group, reflecting its significant reliance on foreign workers to support its overhead and underground utilities engineering operations.

As at FYE2026, the Group's workforce included 123 foreign workers, representing 70.3% of its total workforce of 175 employees. Given heightened regulatory and stakeholder scrutiny of labour practices within Malaysia's construction and engineering sector, particularly in relation to the recruitment, welfare and treatment of foreign workers, upholding fair labour practices is both a legal obligation and an important component of the Group's commitment to responsible business conduct.

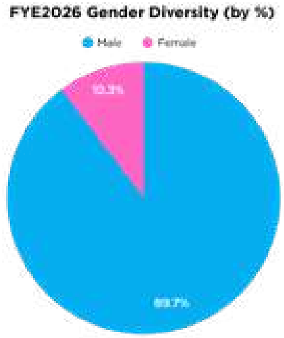
The Group is committed to maintaining a workplace that respects the rights and dignity of all employees, regardless of nationality or position. Human rights considerations are embedded within the Group's employment practices and guided by its Employee Handbook, which outlines matters relating to employee conduct, welfare, working conditions and employment rights. The Group also complies with applicable Malaysian labour laws governing employment practices and the management of foreign workers.

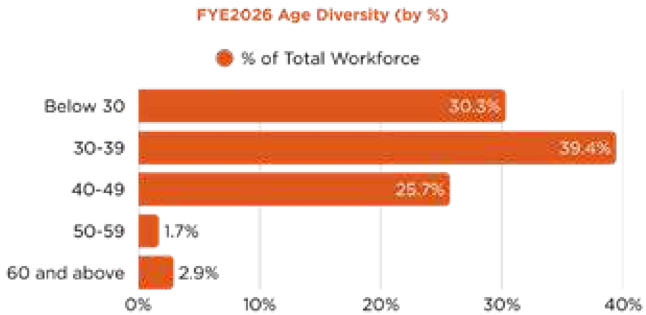
The Group confirms that there is no forced labour or child labour within its operations. Employees are treated fairly and are provided with employment terms and working conditions in accordance with applicable legal requirements. Employees are also able to raise concerns relating to workplace matters through established communication and grievance channels without fear of retaliation, enabling issues to be addressed in a timely and appropriate manner.

No human rights grievances were received or recorded during FYE2026. The Group remains committed to fostering a fair, respectful and inclusive working environment, and will continue strengthening its human resource practices to support the wellbeing and lawful treatment of all employees.

Diversity & Inclusion

Diversity & Inclusion is a Monitor-priority material topic for the Group. As at FYE 2026, the Group's total workforce comprised 175 employees, comprising 52 local employees and 123 foreign workers. Consistent with Bursa's Common Indicator C3(a) and GRI 405-1, both of which define workforce diversity indicators by reference to total employees, the chart below presents the composition of the Group's full workforce:





By ethnicity and nationality, the Group's local employees comprise Malay (34), Chinese (16) and Indian (2) employees, while the Group's foreign workers are sourced from India (62), Nepal (30), Bangladesh (23) and Myanmar (8). All 123 foreign workers engaged by the Group are male, reflecting the nature of site-based construction and engineering work; the Group's 18 female employees are entirely within its local workforce.

The Group promotes equal-opportunity employment practices and does not discriminate on the basis of gender, age, nationality or ethnicity in its hiring and employment practices. The Group will continue to monitor workforce composition and will consider initiatives to broaden diversity across its workforce and management levels over time, where feasible within the operational realities of the sector.

GOVERNANCE

Strong governance, integrity and regulatory compliance form the foundation of the trust placed in the Group by its principal customer, regulators, shareholders and other stakeholders. This pillar addresses the two Governance material topics confirmed through the Group's materiality assessment: Business Ethics & Anti-Corruption, and Regulatory & Legal Compliance.

Business Ethics & Anti-Corruption

Business Ethics & Anti-Corruption is a Medium Priority material topic for the Group. As a contractor to a government-linked principal customer, the Group is exposed to heightened reputational and legal risk should any incident of bribery or corruption occur involving its employees or business associates, whether in the context of tendering, procurement, or project execution. Maintaining a strong anti-corruption culture is accordingly essential to preserving the Group's integrity, its relationship with its principal customer, and its standing as an approved contractor.

The Group's ABC establishes the principles and expectations governing ethical business conduct across its operations. The ABC is communicated to employees and supported by periodic awareness programmes to reinforce ethical conduct and compliance with applicable anti-corruption laws.

During FYE2026, one ABC awareness training session was conducted for employees as part of the Group's ongoing efforts to strengthen ethical awareness and reinforce compliance with its anti-corruption framework. No corruption or bribery cases were reported, investigated or resolved during the year, and no regulatory sanctions or penalties relating to corruption were received.

The Group's Whistleblowing Policy provides employees with an additional avenue to report suspected misconduct or integrity concerns in good faith through the established whistleblowing channel.

The Group will continue strengthening its integrity framework through ongoing employee awareness, periodic policy communication and the progressive expansion of ABC training coverage across its workforce.

Regulatory & Legal Compliance

Regulatory & Legal Compliance is a High Priority material topic for the Group. As a contractor operating under CIDB registration, contractor requirements set by the Group's principal customer, and other applicable regulatory frameworks, maintaining compliance with relevant laws, regulations, licences and industry requirements is essential to supporting the Group's operational continuity, preserving its eligibility to undertake regulated engineering projects and maintaining stakeholder confidence.

The Group manages regulatory compliance through established internal controls and operational procedures, with oversight provided by Senior Management to ensure ongoing compliance with applicable legal, regulatory and licensing requirements. Compliance obligations are monitored on an ongoing basis, while relevant licences, registrations and certifications are maintained to support the Group's business operations.

The Group holds the following key licences, registrations and certifications supporting its regulatory standing and its ability to participate in projects procurement:

Licence / Registration / Certification	Issuing Authority	Status
Grade G7 Contractor Registration (Building, Civil Engineering, and Mechanical & Electrical categories)	Construction Industry Development Board ("CIDB")	Active
Work Contractor Registration	Tenaga Nasional Berhad ("TNB")	Active
Supplier / Services Contractor Registration	Tenaga Nasional Berhad ("TNB")	Active
Electrical Contractor Registration (Class A)	Energy Commission	Active
Supplier / Service Provider Registration (enabling participation in government procurement and tendering)	Ministry of Finance ("MOF")	Active
ISO 9001:2015 Quality Management System Certification (covering supply, installation and maintenance of overhead transmission lines, underground cables and substations)	QA International Certification Sdn Bhd	Active

During FYE2026, the Group complied with the applicable requirements of, among others, the Companies Act 2016, Bursa Securities' Listing Requirements, the Employment Act 1955, the Personal Data Protection Act 2010 ("PDPA") and the Occupational Safety and Health Act 1994 ("OSHA"), where relevant to its operations. The Group recorded no ongoing legal proceedings, regulatory investigations, fines, penalties or sanctions during the financial year.

The Group's Whistleblowing Policy provides employees and other stakeholders with an avenue to report suspected misconduct, fraud or non-compliance in good faith through the established whistleblowing channel. No whistleblowing reports were received during FYE2026. The Group also recorded no personal data breach incidents during the financial year and did not make any political contributions or donations.

The Group will continue strengthening its compliance management practices through ongoing monitoring of regulatory developments, periodic policy reviews and employee awareness initiatives to support continued compliance with applicable legal and regulatory requirements.

Conclusion and Future Initiatives

FYE2026 marks a foundational milestone in the Group's sustainability journey. As the Group's first year of formal sustainability reporting following its listing on the ACE Market, this Statement reflects not only the Group's current performance across its thirteen confirmed material sustainability topics, but also the Group's deliberate investment in building the governance structures, data systems and stakeholder engagement processes necessary to sustain credible ESG disclosure over the long term.

The Group is encouraged by the results achieved in its first year:

Zero
workplace fatalities and safety incidents

Zero
environmental non-compliance

Zero
corruption cases

Zero
regulatory breaches

achieved against a backdrop of resilient financial performance and continued investments in ISO-certified management systems, mandatory safety certification, and a governance structure that, while still evolving, already channels sustainability oversight through the Board and the ARMC.

At the same time, the Group has been transparent throughout this Statement about the areas where its sustainability practices remain at an early stage, including the absence of formal waste tracking, the lack of a dedicated sustainability committee, and gaps in target-setting for several material topics. The Group considers this transparency to be a necessary foundation for credible reporting, rather than a weakness to be obscured. Building on its first year of reporting, the Group has set the following targets for FYE2027 in respect of the material sustainability topics where specific commitments have been established:

Material Topic	FYE2027 Target
Occupational Health & Safety	Maintain zero fatalities and zero major workplace incidents
Employee Training & Development	Continue providing mandatory safety and skills-based training to employees
Employee Welfare & Benefits	Maintain current employee benefits and welfare provisions
Business Ethics & Anti-Corruption	Achieve full employee coverage of ABC training within the financial year
Regulatory & Legal Compliance	Maintain zero regulatory non-compliance incidents, fines or penalties
Supply Chain Management	Maintain a strong preference for local suppliers, targeting local procurement to remain above 75% of total procurement expenditure, where commercially and technically feasible.
Environmental Compliance	Maintain zero environmental non-compliance incidents

For the remaining material topics – Economic Performance, Energy Efficiency, Waste Management, Water Management, Human Rights, and Diversity & Inclusion, the Group's immediate priority for FYE2027 is to strengthen its underlying data collection and monitoring processes, including the potential introduction of a structured waste tracking system and more granular energy and water monitoring by site. These foundations will, in turn, enable the Group to set meaningful, quantitative targets for these topics as its data collection matures in subsequent reporting periods.

The Board remains firmly of the view that sustainable business practices and long-term shareholder value creation are mutually reinforcing, rather than competing, priorities. As the Group continues to grow its overhead and underground utilities engineering business in partnership with its principal customer and other customers, it does so with the conviction that a safe, fairly-treated workforce, a compliant and ethical operating culture, and a responsibly managed environmental footprint are fundamental to the Group's long-term commercial resilience – not peripheral to it. The Board thanks all employees, business partners, customers and stakeholders for their contributions to the Group's performance in FYE2026, and looks forward to reporting further progress in the Group's FYE2027 Sustainability Statement.

CHEEDING HOLDINGS BERHAD

BMLR Transition Period

Date & Time: 2026-07-31_15:00:02

Ace Market | Group 3 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Supply Chain Management	Payments to suppliers	RM	-	41,317,275	-	No assurance	
Supply Chain Management	Total active suppliers	Number	-	106	-	No assurance	101 local, 5 foreign
Supply Chain Management	Proportion of spending on local suppliers	% (Percentage)	-	79.74%	-	No assurance	By material and subcontractor cost
Energy Management	Total electricity consumption	kWh	-	128,881	-	No assurance	Office and site combined
Energy Management	Total diesel consumption	Litre	-	218,937	-	No assurance	Site machinery and vehicles
Energy Management	Total petrol (Ron 95) consumption	Litre	-	17,653	-	No assurance	Office and site combined
Waste Management	Total waste generated	Tonnes	-	-	To be established in FYE2027	No assurance	No formal tracking system in place
Water Management	Total water consumption	m3	-	3,939	-	No assurance	Office and site combined
Environmental Compliance	Environmental non-compliance incidents	Number	-	0 (Nil)	-	No assurance	No notices or stop-work orders received
Environmental Compliance	Environmental fines or penalties	Number	-	0 (Nil)	-	No assurance	
Health and Safety	Number of fatalities	Number	-	0 (Nil)	-	No assurance	No fatalities in FYE2026
Health and Safety	Lost Time Injury (LTI) cases	Number	-	0 (Nil)	-	No assurance	No LTI incidents in FYE2026
Health and Safety	Near-miss reports	Number	-	0 (Nil)	-	No assurance	
Health and Safety	DOSH incident reports filed	Number	-	0 (Nil)	-	No assurance	
Labour Practices	Total number of employees	Number	-	175	-	No assurance	As at FYE 2026; 52 local, 123 foreign

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CHEEDING HOLDINGS BERHAD

BMLR Transition Period

Date & Time: 2026-07-31_15:00:02

Ace Market | Group 3 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Labour Practices	Employee turnover rate	% (Percentage)	-	14.4%	-	No assurance	27 new hires, 25 resignations in FYE2026
Labour Practices	Employees who took parental leave	Number	-	5	-	No assurance	Maternity and paternity combined
Training and Development	Total training hours	Hours	-	1,443	-	No assurance	34 sessions; 24 local, 10 foreign
Training and Development	Average training hours per employee	Hours	-	8.2	-	No assurance	Local: 9.1; Foreign: 7.9
Training and Development	Total training investment	RM	-	70,706	-	No assurance	
Diversity	Percentage of female employees	% (Percentage)	-	10.3%	-	No assurance	18 female out of 175 total employees
Diversity	Percentage of male employees	% (Percentage)	-	89.7%	-	No assurance	157 male out of 175 total employees
Diversity	Age group: below 30	% (Percentage)	-	30.3%	-	No assurance	53 employees
Diversity	Age group: 30–39	% (Percentage)	-	39.4%	-	No assurance	69 employees
Diversity	Age group: 40–49	% (Percentage)	-	25.7%	-	No assurance	45 employees
Diversity	Age group: 50–59	% (Percentage)	-	1.7%	-	No assurance	3 employees
Diversity	Age group: 60 and above	% (Percentage)	-	2.9%	-	No assurance	5 employees
Diversity	Ethnicity (local employees): Malay	Number	-	34	-	No assurance	Out of 52 local employees
Diversity	Ethnicity (local employees): Chinese	Number	-	16	-	No assurance	Out of 52 local employees
Diversity	Ethnicity (local employees): Indian	Number	-	2	-	No assurance	Out of 52 local employees
Diversity	Nationality (foreign workers): India	Number	-	62	-	No assurance	Out of 123 foreign workers

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CHEEDING HOLDINGS BERHAD

BMLR Transition Period

Date & Time: 2026-07-31_15:00:02

Ace Market | Group 3 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Diversity	Nationality (foreign workers): Nepal	Number	-	30	-	No assurance	Out of 123 foreign workers
Diversity	Nationality (foreign workers): Bangladesh	Number	-	23	-	No assurance	Out of 123 foreign workers
Diversity	Nationality (foreign workers): Myanmar	Number	-	8	-	No assurance	Out of 123 foreign workers
Human Rights	Human rights grievances received	Number	-	0 (Nil)	-	No assurance	
Human Rights	Foreign workers (% of total workforce)	% (Percentage)	-	70.3%	-	No assurance	123 out of 175 total employees
Anti-Corruption	ABC training sessions conducted	Number	-	1	-	No assurance	
Anti-Corruption	Percentage of employees who received ABC training	% (Percentage)	-	61.1%	-	No assurance	107 out of 175 total employees
Anti-Corruption	Total confirmed corruption incidents	Number	-	0 (Nil)	-	No assurance	No confirmed incidents in FYE2026
Regulatory & Legal Compliance	Legal proceedings or regulatory investigations pending	Number	-	0 (Nil)	-	No assurance	
Regulatory & Legal Compliance	Regulatory fines or penalties	Number	-	0 (Nil)	-	No assurance	
Regulatory & Legal Compliance	Whistleblowing reports received	Number	-	0 (Nil)	-	No assurance	

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CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors ("the Board") of Cheeding Holdings Berhad ("Cheeding" or "the Company") recognises that sound corporate governance is fundamental to the Company and its subsidiaries ("Group")'s long-term success and sustainability. The Board remains committed to promoting high standards of governance, ethical business conduct and accountability throughout the Group.

The Board is pleased to present this Corporate Governance Overview Statement ("Statement") for the financial year ended 31 March 2026 ("FYE 2026"). This Statement provides shareholders with an overview of the Company's corporate governance practices and summarises the application of the practices set out in the Malaysian Code on Corporate Governance ("MCCG"). It should be read together with the Corporate Governance Report ("CG Report"), which has been prepared in accordance with Rule 15.25(2) of the ACE Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities"). The CG Report, which sets out a detailed explanation of the Company's application of the corporate governance practices, is available on the Company's website at www.cheeding.com, as well as via an announcement on the website of Bursa Securities at www.bursamalaysia.com.

This Statement is based on the following three (3) key principles of the MCCG:-
(a) Board leadership and effectiveness;
(b) Effective audit and risk management; and
(c) Integrity in corporate reporting and meaningful relationship with stakeholders.

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS

PART I – BOARD RESPONSIBILITIES

1.1 Board Roles and Responsibilities

The Board is accountable to shareholders and assumes ultimate responsibility for overseeing the performance and direction of the Group. In discharging this responsibility, the Board ensures that the Group's business objectives are aligned with shareholders' expectations, with the aim of delivering sustainable long-term value while balancing the interests of other stakeholders. The Board also oversees the conduct of the Group's business in compliance with applicable laws, regulatory requirements and ethical standards, and remains committed to upholding high standards of transparency, accountability and corporate governance.

As part of its stewardship role, the Board sets the strategic direction and policies of the Group to drive sustainable growth and long-term success. The effectiveness of the Board is underpinned by a balanced composition of Executive Directors ("EDs"), who bring deep knowledge of the business, and Non-Executive Directors, who contribute independence, diverse expertise and valuable industry perspectives.

The Board is guided by a Board Charter, which clearly outlines its roles, duties and responsibilities. To assist in the discharge of its responsibilities, the Board has established the following Board Committees, each operating under clearly defined Terms of Reference ("TOR"):-

(a) Audit and Risk Management Committee (“ARMC”);
(b) Nomination Committee (“NC”); and
(c) Remuneration Committee (“RC”).

These Board Committees deliberate on matters within their respective TOR and make recommendations to the Board for its consideration and decision, where appropriate. While specific responsibilities have been delegated to the Board Committees, the Board remains collectively responsible for the effective discharge of its duties and responsibilities.

In addition, the Board has delegated authority to the Managing Director (“MD”), EDs and Senior Management to manage the Group’s day-to-day operations and implement the strategies and policies approved by the Board.

Further details of the Board Charter, the TOR of the Board Committees, and the Group’s corporate governance framework are available on the Company’s website at www.cheeding.com.

1.2 The Chairperson of the Board

The Chairperson of the Board (“Chairperson”), Ms. Saw Wai Chuan, holds an Independent Non-Executive position and is responsible for leading the Board, ensuring its effectiveness and integrity, and promoting good corporate governance practices throughout the Group.

The Board is of the view that the Chairperson should not serve on any Board Committees. This safeguards checks and balances, maintains objectivity, and ensures that the Chairperson does not influence the deliberations of the Board Committees. Accordingly, and in line with the MCCG, the Chairperson is not a member of any of the Board Committees.

1.3 The Chairperson and MD

There is a clear division of responsibilities between the Chairperson of the Board and the MD to ensure an appropriate balance of power and authority, thereby promoting accountability and preventing unfettered decision-making within the Company.

The Chairperson of the Board is responsible for providing leadership to the Board, ensuring its effective functioning, facilitating constructive deliberations and promoting good corporate governance practices throughout the Group. The MD, on the other hand, is responsible for implementing the Group’s business plans and the policies approved by the Board, as well as managing the day-to-day operations and affairs of the Group to ensure the effective execution of the Group’s strategies.

The separation of these roles provides an effective system of checks and balances, ensuring that no single individual has unfettered powers of decision-making. The respective roles and responsibilities of the Chairperson of the Board and the MD are clearly defined in the Board Charter.

1.4 Qualified and Competent Company Secretaries

The Board is supported by two (2) Company Secretaries who are experienced and qualified to act as Company Secretaries under Section 235(2) of the Companies Act 2016 and are registered holders of the Practising Certificate issued by the Companies Commission of Malaysia. All Directors have unrestricted access to the advice and services of the Company Secretaries in the discharge of their duties.

The Company Secretaries consistently participate in relevant training programmes, conferences and seminars organised by regulatory authorities and professional bodies. This ensures that they remain abreast of the latest corporate governance developments, regulatory requirements and other relevant updates, enabling them to effectively advise and support the Board in the discharge of its roles and responsibilities.

The Board acknowledges that the Company Secretaries play an important role and will ensure that the Company Secretaries fulfil the functions for which they have been appointed.

During FYE 2026, all Board meetings were properly convened, accurate and proper records of the proceedings and resolutions passed were taken and maintained in the statutory records of the Company.

1.5 Meeting of the Board and Board Committees

To assist Directors in managing their schedules, the Company Secretaries prepare an annual meeting calendar ahead of each new year. This calendar outlines the dates of the Board and Board Committee meetings, as well as the annual general meeting ("AGM"). Additionally, it includes the closed periods for trading in the Company's securities by Directors and principal officers, aligned with the scheduled announcements of the Group's quarterly financial results.

The notices of the Board and Board Committee meetings, together with the meeting papers, are generally furnished to the Directors at least five (5) business days prior to the meetings. This is to ensure that the Directors have sufficient preparation time and information to make informed decisions at each meeting.

The deliberations and conclusions of matters discussed at the Board and Board Committee meetings are duly recorded in the minutes of the respective meetings. The draft minutes are circulated to the Board or Committee Chairperson for review within a reasonable timeframe after the meetings. The minutes accurately capture the deliberations and decisions of the Board and/or the Board Committees, including instances where a Director abstains from deliberating or voting on a particular matter.

All records of the proceedings and resolutions passed are maintained at the registered office of the Company.

For urgent matters requiring the Board's approval outside scheduled meetings, Board papers together with a Directors' Written Resolution are circulated to the Directors for consideration. Any written resolutions approved in this manner will subsequently be presented at the next Board meeting for notation.

1.6 Board Charter

The Company has formalised and adopted a Board Charter that defines the functions, authority, roles, and responsibilities of the Board. It also serves as a key reference document and induction material for new Board members, ensuring clarity of roles and responsibilities, and fostering effective decision-making, risk management, and compliance.

The Board Charter is reviewed periodically, and whenever necessary, to ensure it remains aligned with the Board's objectives, responsibilities, and evolving regulatory requirements. This review process ensures that the Board Charter stays relevant, up to date, and effective in supporting the Board's governance framework.

The Board Charter is published on the Company's website at www.cheeding.com.

1.7 Code of Ethics and Conduct

The Code of Ethics and Conduct, which forms part of the Board Charter, is observed by all Directors, Management and employees of the Group and is available on the Company's website at www.cheeding.com.

The Board adheres strictly to the Code of Ethics and Conduct, which requires all Directors, Management and employees of the Group to uphold high standards of business, professional and ethical conduct in the discharge of their duties and to act in the best interests of the Group.

Periodic reviews of the Code of Ethics and Conduct will be conducted by the Board to ensure its continued relevance and appropriateness.

1.8 Anti-Bribery and Corruption Policy ("ABC Policy")

To instil a culture of integrity and transparency across all Group activities, the Company has adopted an ABC Policy in accordance with the Malaysian Anti-Corruption Commission (Amendment) Act 2018 ("MACC Act"). The ABC Policy articulates the Company's zero-tolerance stance towards bribery and corruption, outlining the responsibilities of all individuals associated with the Group in adhering to this stance. It also establishes clear anti-bribery and corruption principles governing interactions with customers, business partners and third parties. Additionally, the ABC Policy provides guidelines for identifying, managing and mitigating bribery and corruption risks, ensuring that the Company upholds high standards of ethical conduct.

The ABC Policy will be reviewed at least once every three (3) years to ensure that it continues to remain relevant and appropriate. The ABC Policy is available on the Company's website at www.cheeding.com.

1.9 Whistleblowing Policy

The Group has established a Whistleblowing Policy to demonstrate its commitment to integrity, transparency and ethical business practices. The Policy provides a confidential channel for employees and stakeholders to report concerns relating to misconduct, breaches of laws or regulations, or violations of the Group's policies without fear of retaliation, provided that the report is made in good faith. The Policy also serves as an important mechanism for preventing and detecting improper conduct, harassment and corruption within the Group.

The Whistleblowing Policy is reviewed at least once every three (3) years to ensure its continued relevance, effectiveness and compliance with applicable laws and regulations, and is available on the Company's website at www.cheeding.com.

1.10 Directors' Fit and Proper Policy

The Board has adopted the Directors' Fit and Proper Policy in accordance with Rule 15.01A of the Listing Requirements of Bursa Securities. This policy serves as a guide to the NC and the Board in their review and assessment of potential candidates for appointment to the Group's Board, as well as retiring Directors seeking re-election at the AGM.

The Directors' Fit and Proper Policy sets out the criteria for the assessment of the fitness and propriety of candidates for appointment and re-election as Directors, taking into consideration their character and integrity, experience and competence, as well as time and commitment. The Board has also adopted the Nomination and Appointment of New Directors Process and Procedures to formalise the process for the nomination and appointment of new Directors by the NC and the Board.

The Board will review the Directors' Fit and Proper Policy from time to time and make any necessary amendments to ensure that it remains consistent with the Board's objectives, current laws and practices. The Directors' Fit and Proper Policy is available on the Company's website at www.cheeding.com.

1.11 Conflict of Interest Policy

The Board has adopted a Conflict of Interest Policy, which sets out the guidelines and procedures for the identification, disclosure and management of conflicts of interest involving the Directors, Key Senior Management and Legal Representative(s) appointed by the Group ("Key Persons"). The Policy aims to ensure that any actual, potential or perceived conflicts of interest are identified and managed effectively, thereby promoting transparency and safeguarding the interests of the Group.

The Conflict of Interest Policy also reinforces the Group's commitment to compliance with the Listing Requirements of Bursa Securities and the Companies Act 2016, while upholding high standards of corporate governance and transparency.

The Board will review the Conflict of Interest Policy from time to time and make any necessary amendments to ensure that it remains consistent with the Board's objectives, current laws and practices.

1.12 Sustainability Governance

The Board recognises that sustainable business practices are fundamental to long-term value creation and views responsible operations as integral to achieving operational excellence. The Board assumes ultimate responsibility for overseeing sustainability matters, including setting strategies, priorities and targets. In discharging its oversight responsibilities, the Board is supported by the ARMC, while Management is responsible for the day-to-day implementation of Environmental, Social and Governance ("ESG") initiatives as part of the Group's corporate strategy. As fiduciaries to shareholders, the Board is committed to exemplary corporate governance that emphasises ethics, integrity, and corporate responsibility. The Board ensures that stakeholders are updated on the Group's sustainability priorities, targets, and performance, which are outlined in the Sustainability Statement of this Annual Report. In addition, the Board has included an assessment of its awareness of sustainability matters in the annual performance evaluation, reflecting its commitment to continually improving sustainability practices in line with prevailing standards and stakeholder expectations.

PART II – COMPOSITION OF THE BOARD

2.1 Board Composition

The composition of the Board complies with Rule 15.02 of the Listing Requirements of Bursa Securities, which stipulates that the Company must ensure that at least two (2) Directors or 1/3 of the Board members, whichever is the higher, are Independent Directors. Currently, the Board has six (6) members. More than half of the Board comprises Independent Non-Executive Directors as follows:-

No.	Names	Designation
1.	Saw Wai Chuan	Independent Non-Executive Chairperson
2.	Ng Kian Chai	Managing Director
3.	Ng Chai Hsia	Executive Director
4.	Chang Poh Sheng	Independent Non-Executive Director
5.	Wendy Kam	Independent Non-Executive Director
6.	Poh Zuan Yin	Independent Non-Executive Director

The Board's composition complies with Practice 5.2 of the MCCG, with at least half of its members being Independent Non-Executive Directors. This ensures independent and objective judgement, effective checks and balances, and safeguards the interests of minority shareholders and other stakeholders, while upholding high standards of conduct and integrity.

In addition, the Board comprises members with diverse backgrounds and expertise across various fields. Collectively, they contribute a broad range of skills, experience, and knowledge in managing the Group's business. The Directors' profiles are presented in this Annual Report.

2.2 Tenure of Independent Directors

The Board acknowledges the recommendation by the MCCG that the tenure of an Independent Director should not exceed a cumulative term of nine (9) years. However, if the Board intends to retain a Director who has served as an Independent Director of the Company for a cumulative term of more than nine (9) years, the Board must justify its decision and seek the shareholders' approval through a two-tier voting process at a general meeting. Furthermore, the Board recognises that as per the Listing Requirements of Bursa Securities, the tenure of an Independent Director should not exceed a cumulative term of twelve (12) years.

The Board has not adopted a policy that limits the tenure of its Independent Directors to nine (9) years, being a step-up practice. Notwithstanding that, the assessment of the independence of Independent Directors will be conducted annually via the Annual Evaluation of Independence of Directors to ensure that they are independent of management and free from any business or other relationship which could materially interfere with the exercise of their independent judgement or the ability to act in the best interests of the Company.

During the FYE 2026, none of the Directors has served the Board as an Independent Director of the Company for a cumulative term of more than nine (9) years.

2.3 Board Diversity and Senior Management Team

The Board values diversity in its composition and that of the Senior Management Team, in line with the recommendations of the MCCG. Appointments are made based on merit while taking into consideration diversity in skills, experience, age, cultural background, gender and overall contribution.

To reinforce this commitment, the Board has adopted a Gender Diversity Policy to enhance gender representation at both the Board and senior management levels. While female representation is encouraged, appointments are ultimately based on the appropriate mix of competencies, experience and knowledge to meet the Group's needs.

Currently, there are four (4) female Directors on the Board, namely Ms. Saw Wai Chuan, Ms. Ng Chai Hsia, Ms. Wendy Kam and Ms. Poh Zuan Yin, representing 66.67% of the Board composition.

2.4 Board Committees

The Board has established Board Committees with defined TOR to assist in discharging its responsibilities more effectively. This structure allows the Board to focus on broader strategic matters, while the Board Committees are entrusted to review and address specific issues.

The Board has three (3) Board Committees, with their membership set out in the table below:-

Composition	ARMC	NC	RC
Chang Poh Sheng *(Independent Non-Executive Director)*	Chairperson	Member	Member
Wendy Kam *(Independent Non-Executive Director)*	Member	Chairperson	Member
Poh Zuan Yin *(Independent Non-Executive Director)*	Member	Member	Chairperson

The TOR of the respective Board Committees are available on the Company's website at www.cheeding.com.

2.5 NC & RC

The composition of the NC complies with the Listing Requirements of Bursa Securities, while the composition of the RC is in line with the MCCG and its TOR, with both Board Committees comprising a majority of Independent Directors. The NC is responsible for assessing potential candidates and recommending them to the Board. In doing so, the NC undertakes a thorough evaluation of the candidates' qualifications, skills, knowledge, experience and personal attributes, as well as their ability to commit sufficient time to the role. The Board believes that a mix of independence, competencies and diverse backgrounds enhances its effectiveness and broadens perspectives in decision-making.

The RC, on the other hand, reviews and recommends to the Board the remuneration framework for the Executive Directors, taking into account their roles and responsibilities. Final decisions on appointments and remuneration rest with the Board, with Directors abstaining from deliberations on their own remuneration. Directors' fees are subject to shareholders' approval at the AGM, based on the Board's recommendation.

Following the Company's listing on the ACE Market of Bursa Securities on 7 October 2025, no NC and RC meetings were held during the FYE 2026. The NC and RC convened their first meetings subsequent to the financial year end to discharge their respective responsibilities. The NC undertook the following activities subsequent to the FYE 2026 and up to the issuance of this Statement: -

- Evaluated the balance of skills, knowledge and experience of the Board. Carried out the assessment and rating of each Director's performance against the criteria as set out in the annual assessment form. The performance of Non-Executive Directors was also carefully considered, including whether he/she could devote sufficient time to the role.
- Undertaken an effectiveness evaluation exercise of the Board and its Committees as a whole with the objective of assessing its effectiveness.
- Reviewed and assessed the independence of the Independent Directors of the Company.

- Reviewed and assessed the performance of the ARMC.
- Reviewed and recommended to the Board for consideration, the re-election of the Directors who were due to retire at the AGM.

2.6 Board Appointment and Re-appointment Process

The NC is entrusted by the Board to make independent recommendations on Board appointments. In assessing the suitability of candidates, the NC takes into account, among others, the individual's character, integrity, qualifications, competencies, experience, commitment, and track record. For nominees as Independent Non-Executive Directors, the NC also evaluates their ability to discharge the responsibilities expected of the role.

In line with the Listing Requirements of Bursa Securities and the Company's Constitution, one-third (1/3) of the Directors are subject to retirement at each AGM, with all Directors retiring at least once every three (3) years but eligible for re-election. Directors appointed to fill a casual vacancy or as an addition to the Board shall hold office until the conclusion of the next AGM and are also eligible for re-election.

When considering Directors for re-election, the NC evaluates their competencies, commitment, contribution, and performance based on annual assessments, as well as their ability to act in the best interest of the Company.

The Board, guided by the NC's recommendations, proposes the re-election, re-appointment, and continuation in office of Directors for shareholders' approval at the AGM.

2.7 Annual Evaluation of the Directors, Board and Board Committees as a whole

The Board, with the support of the NC, undertook a structured and objective evaluation to assess the effectiveness of the Board and its Board Committees, as well as the contribution of each Director. The exercise also assessed the independence of the Independent Non-Executive Directors, guided by established benchmarks and best practices in corporate governance.

The evaluation comprised both collective and peer-based assessments. Each Director completed an evaluation form, and the results were deliberated by the NC before being presented to the Board by the NC Chairperson.

The evaluation criteria for Non-Executive Directors included meeting attendance, preparation, participation, quality of input and contribution to Board and Board Committee deliberations. For the MD and ED, the assessment was carried out against key performance indicators such as financial and strategic results, sustainability, compliance, business acumen, succession planning and the creation of shareholder value. The first evaluation was completed in May 2026 following the Company's listing.

2.8 Attendance of Board and Board Committees' Meetings

The Board meets at least once every quarter on a scheduled basis, and additional meetings are convened as and when deemed necessary by the Board. As the Company was listed on the ACE Market of Bursa Securities on 7 October 2025, the Board held four (4) Board meetings during FYE 2026, at which it deliberated on and approved various reports and matters, including the Group's quarterly financial results for announcement to Bursa Securities, as well as the Group's strategy and operational and financial performance.

The attendance records of each Director at the Board and Board Committee meetings held during FYE 2026 are as follows:-

Name of Directors	Board	ARMC	NC	RC
	No. of Meetings Attended			
Saw Wai Chuan *(Independent Non-Executive Chairperson)*	4/4	-	-	-
Ng Kian Chai *(Managing Director)*	4/4	-	-	-
Ng Chai Hsia *(Executive Director)*	4/4	-	-	-
Chang Poh Sheng *(Independent Non-Executive Director)*	4/4	3/3	-	-
Wendy Kam *(Independent Non-Executive Director)*	4/4	3/3	-	-
Poh Zuan Yin *(Independent Non-Executive Director)*	4/4	3/3	-	-

The NC and RC did not hold any meetings for FYE 2026 as the Company was only listed on 7 October 2025.

2.9 Directors' Training

From time to time, relevant guidelines on statutory and regulatory requirements were circulated to the Board for reference. In line with Rule 15.08 of the Listing Requirements of Bursa Securities, the Directors attended the following training programmes during FYE 2026:-

Name of Directors	Training/Seminar attended
Saw Wai Chuan	• Mandatory Accreditation Programme ("MAP") • Amendments to Bursa Malaysia Securities Berhad ("Bursa Securities") ACE Market Listing Requirements in relation to Enhancing Continuing Disclosure Requirements and Exempted Related Party Transaction ("RPT")
Ng Kian Chai	• MAP • Amendments to Bursa Securities ACE Market Listing Requirements in relation to Enhancing Continuing Disclosure Requirements and Exempted RPT
Ng Chai Hsia	• MAP • Amendments to Bursa Securities ACE Market Listing Requirements in relation to Enhancing Continuing Disclosure Requirements and Exempted RPT
Chang Poh Sheng	• MAP • Amendments to Bursa Securities ACE Market Listing Requirements in relation to Enhancing Continuing Disclosure Requirements and Exempted RPT

Wendy Kam	• Amendments to Bursa Securities ACE Market Listing Requirements in relation to Enhancing Continuing Disclosure Requirements and Exempted RPT • Guidelines: Climate Change Effect on ISO Standard • ACCA Asia Pacific Thought Leadership Virtual Forum 2.0 • Artificial Intelligent 101 (MIA) • Enhancing Sustainability Readiness for ACE Market (Bursa) • Building Trust with Investors Through Integrated Reporting in an Era of Enhanced Sustainability Disclosures (MIA) • AOB Conversation with Audit Committee (SC) • Introduction to New Disclosure Requirements for Shariah Screening (SC) • Fraud Awareness (CIMB) • Taklimat Kesedaran & Pemahaman Akta Wang Tak Dituntut 1965
Poh Zuan Yin	• Amendments to Bursa Securities ACE Market Listing Requirements in relation to Enhancing Continuing Disclosure Requirements and Exempted RPT • Mandatory Accreditation Programme Part II: Leading for Impact (LIP) • Employee Share Plan Unlocked: Strategic, Tax, and Compliance Insights for Growth-Driven Companies • Stay Ahead of Your Compliance Curve on XBRL, MBRS 2.0 & E-Invoicing • **LLP Law CLE Session:-** a) Garnishee b) Managing Data Protection and Cybersecurity Risks Through Contracts c) Effective Service d) How an employee can lodge complaints against their employer in the industrial court e) Construction Industry Payment and Adjudication Act 2012 f) The Law of Discoveries under O. 24 g) The Workflow of a Share Transfer Transaction h) Defamation – Protecting Reputation or Restricting Free Speech? i) The Basics of Pre Trial Case Management j) Understanding Judgment Debtor Summons in Malaysia k) Appeals Made Simple: How to Do it Right? With Reference to the Latest Court of Appeal Practice Direction No. 1/2025 l) Who Deserves to Know? Rethinking Child Sex Offender Disclosure

To effectively discharge their roles and responsibilities, the Directors remain committed to continuous professional development. This ensures they stay abreast of best practices and emerging trends relevant to their areas of expertise. The Company actively supports and encourages their participation in such programmes, recognising the importance of maintaining a competent and well-informed Board.

PART III – REMUNERATION

3.1 Remuneration Policy

The Board has established a formal and transparent Remuneration Policy to attract and retain Directors and Senior Management of the Company and is available on the Company's website at www.cheeding.com.

The RC assists the Board in implementing remuneration policies and procedures, including reviewing and recommending Directors' remuneration packages. It ensures that the remuneration framework is fair, reflects the responsibilities and contributions of Directors, and is aligned with the Company's strategic objectives.

The Board, guided by the RC's recommendations, determines the remuneration of the MD/ED(s). Their packages are structured to link rewards to both corporate and individual performance.

Independent Non-Executive Directors receive fixed fees that reflect their roles, responsibilities, Board and Committee participation, as well as the skills and expertise they contribute. In addition, they are entitled to meeting allowances for attending Board and Committee meetings. Directors abstain from deliberations and voting on matters relating to their own remuneration.

3.2 Remuneration of Directors

The remuneration payable to each individual Director of the Company and of the Group for the FYE 2026 are as follows:-

(a) The Company

Name of Directors	Fees (RM'000)	Allowance (RM'000)	Salary (RM'000)	Bonus (RM'000)	Benefits -in Kind (RM'000)	Other emolu-ments* (RM'000)	Total (RM'000)
Saw Wai Chuan	24	7	-	-	-	-	31
Ng Kian Chai	-	-	-	-	-	-	-
Ng Chai Hsia	-	-	-	-	-	-	-
Chang Poh Sheng	30	7	-	-	-	-	37
Wendy Kam	24	7	-	-	-	-	31
Poh Zuan Yin	24	7	-	-	-	-	31
Total	**102**	**28**	**-**	**-**	**-**	**-**	**130**

(b) The Group

Name of Directors	Fees (RM'000)	Allowance (RM'000)	Salary (RM'000)	Bonus (RM'000)	Benefits-in Kind (RM'000)	Other emolu-ments* (RM'000)	Total (RM'000)
Saw Wai Chuan	24	7	-	-	-	-	31
Ng Kian Chai	-	-	800	800	-	108	1,708
Ng Chai Hsia	-	-	453	240	-	140	833
Chang Poh Sheng	30	7	-	-	-	-	37
Wendy Kam	24	7	-	-	-	-	31
Poh Zuan Yin	24	7	-	-	-	-	31
Total	**102**	**28**	**1,253**	**1,040**	**-**	**248**	**2,671**

Note:-
* *Other emoluments include the Employees Provident Fund (EPF), Social Security Organisation (SOCSO) and Employment Insurance System (EIS).*

3.3 Remuneration of Senior Management

The Board is of the view that disclosing Senior Management's remuneration on a named basis is not in the best interest of the Company, given the competitive human resources environment, which may give rise to recruitment and talent retention challenges. The Board has also taken into consideration the sensitivity and confidentiality of such information and has therefore decided not to disclose remuneration on a named basis. Instead, the aggregate remuneration of Senior Management, presented on an unnamed basis in bands of RM50,000, is disclosed in this Annual Report as follows:-

Range of Remuneration	Number of Senior Management
RM350,001 to RM400,000	1
RM650,001 to RM700,000	1
RM1,150,001 to RM1,200,000	1
TOTAL	**3**

PRINCIPLE B - EFFECTIVE AUDIT AND RISK MANAGEMENT

PART I – ARMC

4.1 Effective and Independent ARMC

The ARMC comprises three (3) members. The composition of the ARMC complies with Rules 15.09 and 15.10 of the Listing Requirements of Bursa Securities and the recommendation of MCCG whereby all three (3) ARMC members are Independent Non-Executive Directors. None of the members of the ARMC is a former audit partner of the present auditors of the Group and none of the Independent Non-Executive Directors has appointed an alternate director.

The composition of ARMC, including its roles and responsibilities, number of meetings and attendance of ARMC, summary of ARMC activities and internal auditors' activities during the financial year under review were set out in the ARMC Report of this Annual Report.

The Chairperson of the ARMC is not the Chairperson of the Board, ensuring that the objectivity of the Board's review of the ARMC's findings and recommendations remains unaffected.

The members of the ARMC possess the necessary skills and knowledge to fulfil their responsibilities as outlined in the ARMC's TOR, with a strong understanding of matters within its scope, including the financial reporting process. They are expected to devote sufficient time to maintaining and enhancing their expertise through relevant continuing education programs, ensuring informed participation in deliberations. The ARMC members consistently keep themselves updated on developments in accounting and auditing standards, practices, and regulations.

4.2 External Auditors

The Group maintains a transparent and effective relationship with the External Auditors, granting them direct communication authority. This enables the External Auditors to bring to the attention of the ARMC any matters requiring the Board's attention regarding compliance with accounting standards and related regulatory requirements.

The Board has established the External Auditors Assessment Policy together with the annual performance evaluation form, which sets out the guidelines and procedures for the ARMC to review, assess and monitor the performance, suitability and independence of the External Auditors. The factors considered by the ARMC in its assessment include the adequacy of professionalism and experience of the staff, the resources of the External Auditors, fees, independence, and the level of non-audit services rendered to the Group.

The ARMC had carried out an annual performance assessment of the External Auditors and is satisfied with the suitability and independence of the External Auditors and had recommended their re-appointment to the shareholders for approval at the forthcoming AGM.

PART II – RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

5.1 Risk Management and Internal Control Framework

The Board acknowledges its overall responsibilities in establishing a sound risk management framework and internal control system within the Group. The risk management framework and internal control system are designed to manage the Group's risks within an acceptable risk appetite, rather than eliminate the risk of failure to achieve the policies, goals and objectives of the Group. It provides reasonable assurance against material misstatement of financial information and records or against financial losses or fraud.

The Company also engages Internal Auditors to provide independent assessments of the adequacy, efficiency and effectiveness of the Company's internal control system. The Internal Auditors report directly to the ARMC and internal audit plans are tabled to the ARMC for review and approval by the Board to ensure adequate coverage.

Further details on the features of the risk management and internal control framework, and the adequacy and effectiveness of this framework, are disclosed in the Statement on Risk Management and Internal Control in this Annual Report.

5.2 Internal Audit Function

In preparation for the Listing on the ACE Market of Bursa Securities, the Group engaged

Resolve IR Sdn. Bhd. ("Resolve"), an independent professional consulting company, which is independent of the activities and operations of the Group as its Internal Control Consultant to review the adequacy and sufficiency of the internal control and risk management systems of the Group.

Following the Listing, the Group continued to engage Resolve to provide internal audit services. Resolve reports directly to the ARMC on the adequacy and effectiveness of the Group's risk management and internal control systems. Resolve's representatives maintain objectivity and independence as internal auditors, free from any relationships or conflicts of interest that could compromise their impartiality.

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

PART I – COMMUNICATION WITH STAKEHOLDERS

6.1 Continuous Communication with Stakeholders

The Board acknowledges that the transparent, timely and equitable dissemination of information is essential to maintaining investor confidence and supporting informed decision-making by shareholders, potential investors and the public. To uphold this commitment, the Board has adopted a Corporate Disclosure Policy that provides a clear framework for the communication of material information and major developments affecting the Group.

Key corporate communications, including quarterly financial results, announcements, annual reports and circulars, serve as primary channels for keeping stakeholders informed of the Group's performance, strategic initiatives and operational progress. In addition, the Company's website, www.cheeding.com, provides a central and accessible platform where shareholders and members of the public can readily obtain corporate information, news, updates and details of events relating to the Group.

PART II – CONDUCT OF GENERAL MEETING

7.1 Conduct of General Meetings

The AGM serves as the primary forum for shareholders to engage directly with the Directors and Senior Management. It provides shareholders with the opportunity to ask questions and seek clarification from the Board on the Group's performance as presented in the Annual Report. The Directors, Company Secretaries and External Auditors will attend the AGM, allowing shareholders to make inquiries regarding the Company's performance and operations.

In line with the Listing Requirements of Bursa Securities, poll voting will be implemented for all resolutions set out in the notice of any general meeting. An independent scrutineer will also be appointed to verify the votes cast.

To ensure shareholders have sufficient time to review the Annual Report, it will be circulated at least twenty-eight (28) clear days before the AGM. Shareholders unable to attend the meeting are encouraged to vote on the proposed motions by appointing a proxy.

The notice of the 2nd AGM will be circulated to shareholders at least twenty-eight (28) days before the meeting, allowing sufficient time to review the Annual Report. The notice will also be published in a nationally circulated newspaper and on the Bursa Securities website, ensuring immediate access for shareholders to prepare for the AGM.

The forthcoming 2nd AGM will be held physically, providing an effective platform for direct communication with shareholders. Shareholders will be encouraged to actively participate in the open question-and-answer session during the meeting.

The outcome of all resolutions proposed at the general meetings will be announced to Bursa Securities at the end of the meeting day.

7.2 Effective Communication and Proactive Engagement

The AGM and extraordinary general meeting serve as key platforms for the Board to engage directly with shareholders, gain insights into their perspectives, and obtain feedback on the Company's performance and initiatives. Shareholders are encouraged to raise questions and provide input during these meetings, with the Board ensuring that all queries are addressed thoroughly and systematically.

To facilitate meaningful dialogue, the Board will allocate sufficient time for discussion before each resolution at the forthcoming 2nd AGM. Following the meeting, a summary of the key matters deliberated will be made available on the Company's website at www.cheeding.com, providing shareholders with convenient access to the information discussed.

STATEMENT BY THE BOARD ON CORPORATE GOVERNANCE STATEMENT

The Board has reviewed, deliberated, and approved this Statement. Based on its assessment, the Board is satisfied that, to the best of its knowledge, the Company has complied with the principles and practices of the MCCG, the relevant provisions of the Listing Requirements of Bursa Securities on corporate governance throughout FYE 2026, save for departures disclosed in this Statement and explained in the CG Report.

The Board acknowledges that corporate governance is a continuous journey and remains committed to identifying opportunities for enhancement, ensuring that the Group continues to foster trust and confidence among its stakeholders.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

The Audit and Risk Management Committee ("ARMC" or "Committee") of Cheeding Holdings Berhad ("Company") is pleased to present the ARMC Report for the financial year ended 31 March 2026 ("FYE 2026").

1. OBJECTIVES

The ARMC was established to assist the Board in discharging its statutory responsibilities effectively. The Committee performs independent and objective evaluations to provide assurance to the Board on the adequacy and effectiveness of financial, operational, and administrative controls and procedures, thereby supporting sound governance and risk management practices within the Company and its subsidiaries ("Group").

2. COMPOSITION OF ARMC

The ARMC comprises the following members, all of whom are Independent Non-Executive Directors of the Company:-

Name of Committee members	Designation and Directorship
Chang Poh Sheng	Chairperson, *Independent Non-Executive Director*
Wendy Kam	Member, *Independent Non-Executive Director*
Poh Zuan Yin	Member, *Independent Non-Executive Director*

The Company has complied with Rule 15.09 of the ACE Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities") as well as Practices 9.1 and 9.4 under Principle B of the Malaysian Code of Corporate Governance.

The Chairperson of ARMC, Mr. Chang Poh Sheng is a member of The Chartered Institute of Management Accountants, United Kingdom (CIMA). In addition, he is a Chartered Member of the Institute of Internal Auditors Malaysia and a member of the Malaysian Institute of Accountants. In this respect, the composition of ARMC complies with Rule 15.09(1)(c)(i) of the Listing Requirements of Bursa Securities.

The authorities and duties of the ARMC are governed by the Terms of Reference of the ARMC. The Terms of Reference of the ARMC can be accessed from the Company's website at www.cheeding.com.

3. MEETINGS AND ATTENDANCES

During the FYE 2026, the ARMC held a total of three (3) meetings. The details of attendance of the ARMC members are as follows:-

Name	Meeting Attendance
Chang Poh Sheng	3/3
Wendy Kam	3/3
Poh Zuan Yin	3/3

The presence of the External Auditors and/or the Internal Auditors at the ARMC meetings can be requested if required by the ARMC. Other members of the Board and the Management of the Group may attend the Meeting (specific to the relevant meeting and to the matters being discussed) upon invitation of the ARMC.

4. SUMMARY OF WORK OF THE ARMC FOR THE FYE 2026

The summary of the activities undertaken by the ARMC during FYE 2026, amongst others, included the following:

i. Reviewed the unaudited consolidated quarterly financial results of the Group including the announcements pertaining thereto. The discussion focused particularly on any changes in or implementation of major accounting policy changes, significant and unusual events and compliance with accounting standards and other legal requirements before recommending to the Board for approval and making the announcement to Bursa Securities;

ii. Reviewed and received the Audit Planning Memorandum from External Auditors in respect of the financial statement of the Group for the FYE 2026;

iii. Reviewed and recommended the appointment of outsourced Internal Auditors of the Group, Resolve IR Sdn. Bhd. to the Board for consideration based on their profile, adequacy of resources and experience of the audit engagement team;

iv. Reviewed and adopted the Internal Auditors' Assessment Policy and Internal Auditors' Annual Evaluation Form;

v. Reviewed with the Internal Auditors, the internal audit plan, the reports for the internal audit function and considered the findings of internal audit reviews and Management responses thereon, and ensure that appropriate actions are taken on the recommendations raised by the Internal Auditors;

vi. Reviewed the related party transactions and/or recurrent related party transactions that transpired within the Group to ensure that the transactions entered into were conducted on an arm's length basis and on normal commercial terms;

vii. Reviewed the disclosures of conflict of interest ("COI") involving the Directors and key senior management of the Group and concluded that no significant COI were identified that would necessitate further examination and implementation of specific mitigation measures;

viii. Reviewed the status of the Directors' and Officers' Liability Insurance policy, including the proposed coverage and key terms; and

ix. Reviewed the Group's sustainability initiatives and the progress in preparing the Sustainability Statement.

5. INTERNAL AUDIT FUNCTION

In preparation for the listing of the Company on the ACE Market of Bursa Securities on 7 October 2025 (“Listing”), the Company had engaged Resolve IR Sdn. Bhd. (“Resolve”), an independent professional consulting firm, as its Internal Control Consultant to review the adequacy and sufficiency of the Group’s internal control and risk management systems.

After the Listing, the Group continued to outsource its internal audit function to Resolve. Resolve reports directly to the ARMC on the adequacy and effectiveness of the Group’s risk management and internal control systems. The representatives of Resolve are free from any relationship or conflict of interest that could impair their objectivity and independence as the Group’s internal auditors.

During the FYE 2026, the ARMC reviewed the following internal audit reports:

Name of Entity Audited	Audited Areas
Pembinaan Bukit Cheeding Sdn. Bhd.	Business Development and Project Bidding
	Credit Control and Collection

The final audit reports, including findings, recommendations, and Management’s responses, were tabled to the ARMC members. Areas requiring improvement were highlighted to Management for timely implementation of appropriate remedial measures. The ARMC reviewed and discussed all internal audit reports and ensured that appropriate actions were taken.

The cost incurred on the outsourced internal audit functions for FYE 2026 by the Group amounted to RM25,000.

6. RELATIONSHIP WITH AUDITORS

The Group has established a transparent and appropriate relationship with both the External and Internal Auditors. Such a relationship allows the Group to seek professional advice on matters relating to compliance and corporate governance. The internal audit function of the Group is outsourced to a third party, providing direct and regular reports to the ARMC. Both the External and Internal Auditors have direct reporting and access to the ARMC to ensure that issues highlighted are addressed independently, objectively and impartially without any undue influence from the Management.

The Board, through the ARMC, shall maintain appropriate, formal and transparent relationships with the External and Internal Auditors. The ARMC meets with the External and Internal Auditors without the presence of Management whenever necessary, to reinforce their independence, objectivity and professionalism.

7. EVALUATION OF THE PERFORMANCE OF THE AUDITORS

The ARMC and the Board had, prior to the Listing, established the Assessment Policy for both the External and Internal Auditors together with their respective annual performance evaluation forms. The policy outlines the guidelines and procedures for the ARMC to review, assess and monitor the performance, suitability and independence of the External and Internal Auditors. The External and Internal Auditors are precluded from providing any services that may impair their independence or conflict with their role.

The ARMC shall obtain assurance from the External and Internal Auditors confirming that they are, and have been, independent throughout the conduct of the audit engagement in accordance with all relevant professional and regulatory requirements. The ARMC shall carry out an annual performance assessment of the External and Internal Auditors and may request the Managing Director/Executive Director and/or Chief Financial Officer to participate in the assessment. The annual evaluation forms provide a checklist for the ARMC to carry out a formal review of the independence, effectiveness and efficiency of the External and Internal Auditors of the Company.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

Pursuant to Rule 15.26(b) of the ACE Market Listing Requirements ("ACE LR") of Bursa Securities, read together with Guidance Note 11 of the ACE LR and Principle B of the Malaysian Code on Corporate Governance 2021 ("MCCG"), and as guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies, the Board of Directors ("the Board") of Cheeding Holdings Berhad and its subsidiaries ("the Group") is pleased to present this Statement on Risk Management and Internal Control ("SORMIC") which outlines the nature and scope of the risk management and internal control systems of the Group for the financial year ended 31 March 2026 ("FYE 2026") and up to the date of approval of this Statement.

The scope of this Statement includes the Company, Pembinaan Bukit Cheeding Sdn. Bhd., and BC Services Sdn. Bhd.

BOARD RESPONSIBILITY

The Board affirms its overall responsibility for the Group's risk management and internal control systems and for reviewing the adequacy and integrity of those systems. The Board recognises that such systems are designed to manage, rather than eliminate, the risk of failure to achieve the Group's business and corporate objectives, and can therefore only provide reasonable, and not absolute, assurance against material misstatement losses or fraud.

The Board, through the Audit and Risk Management Committee ("ARMC") evaluates the adequacy and operating effectiveness of the risk management and internal controls system and, where appropriate, requires the management to implement controls to address emerging issues or areas of control deficiencies.

RISK MANAGEMENT FRAMEWORK

1. **Enterprise Risk Management ("ERM") Policy and Principles**
   The Group is committed to maintaining an effective risk management system to proactively identify, evaluate and manage risks, with reference to the international standards. The Group's risk management approach is guided by its ERM Framework, taking into consideration the **COSO ERM Framework** and **ISO 31000:2018 Risk Management Guidelines**, and is underpinned by the following guiding principles:
   i. risk management is integrated into the Group's decision-making processes;
   ii. risk is managed to an acceptable level rather than eliminated entirely;
   iii. risk ownership is recognised and embedded throughout the organisation;
   iv. risk management practices are continuously reviewed and improved to remain relevant and effective.

2. **Governance Structure**
   The Group's risk governance structure sets out clear lines of accountability as follows:

Level	Key Role and Responsibility
Board of Directors	Assumes overall responsibility for the Group's risk management and internal control systems; approves the ERM Framework; and sets the Group's risk appetite; and ensures adequate infrastructure, resources and systems are in place for risk identification, assessment and management.
Audit and Risk Management Committee ("ARMC")	Provides oversight on the Group's risk exposure and ensures significant risks are appropriately responded to; reviews the effectiveness of the overall ERM process and the internal audit function; and reports evaluation findings and recommendations to the Board. The ARMC comprises Chang Poh Sheng (Chairperson), Wendy Kam and Poh Zuan Yin, all of whom are Independent Non-Executive Directors. Accordingly, the composition of the ARMC complies with the ACE LR and the MCCG. The ARMC met three (3) times during FYE 2026, with full attendance by all members.
Risk Management Working Group ("RMWG")	Implements the risk management strategies approved by the Board; co-ordinates and monitors risk management activities across the Group; reviews the Group's risk profile and the effectiveness of mitigation measures; and reports to the ARMC. The RMWG is chaired by the Executive Director, with the Chief Operating Officer as Deputy Chairman, and members comprising the heads of Finance, Human Resources & Administration, Project, Safety and Environment, and Facilities & Asset Management.
Risk Owners	Take ownership of and manage risks within their respective departments/processes; develop and implement risk action plans; and report risk status to the RMWG on a regular basis.
Internal Audit	Provides independent and objective assurance on the effectiveness of the Group's ERM process and internal controls, reporting directly to the ARMC. The Group's internal audit function is outsourced to Resolve IR Sdn. Bhd. ("Resolve"), further details of which are set out in Section 6.

The RMWG reports the Group's risk profile, key risk summaries and status of risk action plans to the ARMC on an annual basis, while Internal Audit reports independently to the ARMC on the effectiveness of internal controls and risk management implementation.

RISK ASSESSMENT PROCESS

The Group's risk management process comprises the following interrelated stages, supported by continuous communication and consultation with relevant stakeholders throughout:

- **Establishing Context** – defining the scope of the risk assessment and the criteria for evaluating risks in the context of the Group's business processes and strategic objectives.
- **Risk Identification** – identifying and describing risks associated with the Group's business functions through risk workshops, management meetings, interviews and desk research.
- **Risk Analysis** – evaluating the likelihood and impact of each identified risk to establish an inherent risk rating.
- **Risk Evaluation** – assessing the effectiveness of existing key controls to determine the residual risk rating.
- **Risk Treatment** – selecting and implementing an appropriate treatment option – Avoid, Transfer, Reduce or Accept – to manage the risk to within the Group's risk appetite.
- **Monitoring & Review and Recording & Reporting** – ongoing tracking of the risk profile and periodic reporting to the RMWG, ARMC and Board.

Risks are rated using a 5-point likelihood scale (Rare to Almost Certain) against a 5-point impact scale (Negligible to Severe), covering both financial (revenue, cost, profit after tax) and non-financial (strategic, legal/regulatory, reputational, safety, operational and IT) dimensions, to derive an overall risk rating of Low, Medium, High or Critical.

The Group maintains risk registers documenting identified risks, existing controls, risk owners and mitigation measures. These risk registers are reviewed periodically to ensure that emerging risks and changes in the Group's operating environment are identified and managed on a timely basis.

The above processes for identifying, evaluating and managing the Group's significant risks in achieving its objectives and strategies are ongoing, and have been in place throughout FYE 2026 and up to the date of approval of this Statement.

INTERNAL CONTROL SYSTEM

In addition to the ERM Framework described above, the Board has put in place the following key features of internal control across the Group's operations:

1. **Organisational Structure and Authority Limits**
    - A defined organisational structure with clear reporting lines and delegation of authority between the Board, ARMC, Managing Director, Executive Director, the Project Director, Chief Operating Officer, Chief Financial Officer and Heads of Department.
    - Major capital commitments, new tenders and project schedules require review and approval by the Managing Director and/or Board as appropriate.

2. **Project and Operational Controls**
    - A structured tendering process, including performance bonds, project kick-off meetings, and project scheduling reviewed and approved by the Managing Director.
    - Project milestone monitoring, periodic budget-to-actual cost reviews, and contingency sums allocated to cushion unforeseen costs.
    - Quality control procedures are embedded throughout project execution and monitored by site supervisors and project managers at relevant project stages. These controls are supported by the Group's ISO 9001:2015 Quality Management System certification, CIDB Grade G7, TNB work contractor, and Energy Commission electrical contractor certifications.
    - Business development and project bidding processes and credit control and collection processes were independently reviewed by Internal Audit during FYE 2026, with Management action plans implemented in response to the findings raised.

3. **Financial Controls**
    - Budgetary control and periodic cash flow monitoring to optimise available funds.
    - A credit policy limiting dealings to creditworthy counterparties, with ongoing monitoring of receivables and bank covenants.
    - Payments are reviewed by the Finance Department and approved in accordance with the Group's authority limits, with Chief Financial Officer / Executive Director approval required for payments exceeding the prescribed threshold.

4. **Health, Safety and Environmental Controls**
    - A Health and Safety Policy, appointed Safety and Environmental Officers, and a Safety and Health Committee overseeing HSE matters with monthly meetings and daily toolbox briefings at project sites.

5. **Integrity and Compliance Controls**
    - The Group has established an Anti-Bribery and Corruption Policy, Whistleblowing Policy, Code of Ethics and Conduct, Conflict of Interest Policy and Directors' Fit and Proper Policy. Corruption risk forms part of the Group's annual risk assessment. The Group's Anti-Bribery and Corruption Policy and Whistleblowing Policy are reviewed periodically to assess their effectiveness, and in any event at least once every three (3) years.
    - Regulatory compliance monitoring framework and periodic training for relevant employees.

6. **Human Capital Controls**
    - Annual staff performance appraisals, structured on-the-job and external training programmes, and department-level support structures to mitigate key-person dependency.

INTERNAL AUDIT FUNCTION

In preparation for the Company's listing on the ACE Market of Bursa Securities, the Group engaged **Resolve IR Sdn. Bhd.** ("Resolve"), an independent professional consulting firm, as its Internal Control Consultant to review the adequacy and sufficiency of the Group's internal control and risk management systems. Following the listing on 7 October 2025, the Group has continued to outsource its internal audit function to Resolve.

Resolve reports directly to the ARMC on the adequacy and effectiveness of the Group's risk management and internal control systems, and is free from any relationship or conflict of interest that could impair its objectivity and independence as the Group's internal auditor. The internal audit plan is tabled to the ARMC for review, with the Board's approval, to ensure adequate coverage.

During FYE 2026, Resolve conducted an internal audit on PBCSB, focusing on Business Development and Project Bidding, and Credit Control and Collection. The audit findings, recommendations and Management's responses were tabled to and reviewed by the ARMC; the findings identified were neither material nor significant, and corrective actions have been addressed by Management under the ARMC's oversight. The cost incurred for the outsourced internal audit function for FYE 2026 amounted to RM25,000.

MANAGEMENT ASSURANCE

The Board has received assurance from the Managing Director and the Chief Financial Officer, that the Group's risk management and internal control systems have operated adequately and effectively, in all material aspects, during FYE 2026 and up to the date of this Statement.

REVIEW BY EXTERNAL AUDITORS

Pursuant to Rule 15.23 of the ACE LR, the External Auditors have reviewed this Statement on Risk Management and Internal Control for inclusion in the Annual Report of the Group for FYE 2026 and reported the results thereof to the Board. The review was performed in accordance with the *Audit and Assurance Practice Guides 3 ("AAPG 3"): Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report*, issued by the Malaysian Institute of Accountants.

AAPG 3 does not require the External Auditors to consider whether this Statement covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control systems, including the assessment and opinion by the Board of Directors and Management thereon. The External Auditors are also not required to consider whether the approach described to manage material internal control aspects of any significant problems disclosed in the annual report, in fact, remedy the problems.

Based on their review, the external auditors have reported to the Board that nothing has come to their attention that causes them to believe that this Statement is not prepared, in all material aspects, in accordance with the disclosures required by Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies to be set out, nor is factually inaccurate.

CONCLUSION

The Board is of the view that the risk management and internal control systems of the Group are adequate and effective to safeguard the interests of shareholders and the Group's assets. During FYE 2026, all internal control findings identified by Resolve have been addressed by Management, and there were no material losses arising from any inadequacy in the Group's risk management and internal control system which required separate disclosure in this Annual Report. Based on the reviews undertaken by the Board, the ARMC, the RMWG, Management and the outsourced Internal Auditors, the Board is satisfied that the Group's risk management and internal control systems remained adequate and effective throughout FYE 2026. The Board will continue to review and enhance, where necessary, the adequacy and effectiveness of the Group's risk management and internal control systems in line with the Group's growth.

This Statement is made in accordance with the resolution of the Board of Directors dated 23 July 2026.

STATEMENT OF DIRECTORS' RESPONSIBILITY

In connection with the preparation of the annual audited financial statements of Cheeding Holdings Berhad ("the Company") and its subsidiaries ("the Group"), the Directors are collectively responsible to ensure that the audited financial statements are prepared in accordance with the applicable approved accounting standards issued by the Malaysian Accounting Standards Board and the provisions of the Companies Act 2016 so as to give a true and fair view of the state of affairs of the Group and of the Company at the end of the financial year and of the financial results and cash flows of the Group and of the Company for the financial year.

In preparing the financial statements for the financial year ended 31 March 2026, the Directors have:

a) ensured proper accounting records are kept, which disclose with reasonable accuracy at any time, the financial position of the Group and the Company;
b) adopted and consistently applied appropriate accounting policies;
c) made judgements and estimates that are prudent and reasonable;
d) ensured that all applicable financial reporting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
e) prepared the financial statements on a going concern basis, as the Directors have a reasonable expectation, having made enquiries that the Group and the Company have adequate resources to continue in operational existence for the foreseeable future.

Additionally, the Directors are responsible for taking appropriate measures to safeguard the assets of the Group and the Company, and to prevent and detect fraud as well as other irregularities. Nevertheless, such measures, by their nature, are designed to provide reasonable and not absolute assurance against material misstatements, losses, fraud or other irregularities.

This statement is made with a resolution of the Directors dated 23 July 2026.

ADDITIONAL COMPLIANCE INFORMATION

1. Utilisation of proceeds from the Initial Public Offering ("IPO")

The Company was successfully listed on the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities") on 7 October 2025. In conjunction with, and as an integral part of, the listing, the Company undertook a public issue of 143,000,000 new ordinary shares at an issue price of RM0.36 per ordinary share, raising gross proceeds of approximately RM51.48 million ("IPO Proceeds").

The IPO Proceeds were intended to be utilised for the purposes set out in the Company's prospectus dated 12 September 2025 ("Prospectus"). The status of the utilisation of the IPO Proceeds, including the reallocation of certain proceeds during the financial year, as at 31 March 2026 is set out below:

Details of use of proceeds	Proposed Utilisation RM'000	Realloca-tion RM'000	Actual Utilisa-tion RM'000	Balance RM'000	Estimated Timeframe for Utilisation (from the List-ing date)
Repayment of bank borrowings	2,300	(1,307)	(993)	-	Within 6 months
Capital expenditure	3,200	-	-	3,200	Within 24 months
Performance bond for future projects	16,150	-	-	16,150	Within 24 months
Working Capital	24,630	1,049	(4,007)	21,672	Within 24 months
Estimated listing expenses	5,200	258	(5,458)	-	Within 3 months
Total	**51,480**	**-**	**(10,458)**	**41,022**	

2. AUDIT AND NON-AUDIT FEES

The amount of audit and non-audit fees paid and payable to the External Auditors, TGS TW PLT for services rendered by them to the Company and its subsidiaries ("the Group") for the financial year ended 31 March 2026 are as follows: -

Details of fees	Company RM'000	Group RM'000
Audit	25	91
Non-Audit	5	5
Total	**30**	**96**

3. MATERIAL CONTRACTS

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

4. RECURRENT RELATED PARTY TRANSACTIONS ("RRPT")

During the financial year ended 31 March 2026, no shareholder mandate was required for the RRPT of revenue or trading in nature incurred by the Group pursuant to the Rule 10.09(1) of the Listing Requirements of Bursa Securities.

5. EMPLOYEES' SHARE SCHEME

The Company did not establish any employee share scheme and does not have any subsisting employee share scheme during the financial year ended 31 March 2026.

ANALYSIS OF SHAREHOLDINGS

ANALYSIS OF SHAREHOLDINGS AS AT 30 JUNE 2026

Total Number of Issued Securities	: 797,257,000 ordinary shares
Class of Equity Securities	: Ordinary shares
Voting Rights	: One (1) vote per ordinary share

DISTRIBUTION SCHEDULE OF SHAREHOLDINGS

Size of Holdings	No. of Holders	%	No. of Shares	%
1 - 99	20	0.722	293	0.000
100 - 1,000 shares	495	17.863	243,407	0.031
1,001 - 10,000 shares	1,212	43.739	6,629,200	0.831
10,001 - 100,000 shares	853	30.783	29,556,100	3.707
100,001 – 39,862,849 (*)	189	6.821	216,971,000	27.215
39,862,850 and above (**)	2	0.072	543,857,000	68.216
Total	**2,771**	**100.00**	**797,257,000**	**100.00**

* Less than 5% of issued shares
** 5% and above of issued shares

SUBSTANTIAL SHAREHOLDERS' SHAREHOLDINGS

(As per the Register of Substantial Shareholders as at 30 June 2026)

Name of Substantial Shareholders	Direct Interest		Indirect Interest	
	No. of Shares	%	No. of Shares	%
Ng Kian Chai	497,336,700	62.381	49,219,600[1]	6.174
Tan Sook Hoi	46,520,300	5.835	497,336,700[2]	62.381

Note:
[1] Deemed interested by virtue of the Company's shares held by his spouse and children pursuant to Section 59(11)(c) of the Companies Act, 2016 ("Act").
[2] Deemed interested by virtue of the Company's shares held by her spouse.

DIRECTORS' SHAREHOLDINGS

(As per the Register of Directors' Shareholdings as at 30 June 2026)

Name of Directors	Direct Interest		Indirect Interest	
	No. of Shares	%	No. of Shares	%
Saw Wai Chuan	120,000	0.015	-	-
Ng Kian Chai	497,336,700	62.381	49,219,600[1]	6.174
Ng Chai Hsia	700,000	0.088	-	-
Wendy Kam	40,000	0.005	-	-
Chang Poh Sheng	-	-	-	-
Poh Zuan Yin	100,000	0.013	-	-

Note:
[1] Deemed interested by virtue of the Company's shares held by his spouse and children pursuant to Section 59(11) (c) of the Act.

THIRTY LARGEST SHAREHOLDERS AS AT 30 JUNE 2026

(without aggregating securities from different securities accounts belonging to the same registered holder)

No	Name	No. of Shares	%
1.	NG KIAN CHAI	497,336,700	62.381
2.	TAN SOOK HOI	46,520,300	5.835
3.	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR CITIBANK NEW YORK (NORGES BANK 14)	20,443,600	2.564
4.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR AIA PUBLIC TAKAFUL BHD	18,937,800	2.375
5.	AMANAHRAYA TRUSTEES BERHAD ASN UMBRELLA FOR ASN SARA (MIXED ASSET CONSERVATIVE) 1	7,500,000	0.941
6.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD LEMBAGA TABUNG HAJI (EASTSPRING)	7,479,400	0.938
7.	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD DEUTSCHE TRUSTEES MALAYSIA BERHAD FOR HONG LEONG GROWTH FUND	6,500,000	0.815
8.	AMANAHRAYA TRUSTEES BERHAD ASN UMBRELLA FOR ASN EQUITY 3	5,600,000	0.702
9.	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD DEUTSCHE TRUSTEES MALAYSIA BERHAD FOR EASTSPRING INVESTMENTSSMALL-CAP FUND	5,553,600	0.697
10.	HSBC NOMINEES (TEMPATAN) SDN BHD HSBC (M) TRUSTEE BHD FOR PRINCIPAL SMALL CAP OPPORTUNITIES FUND	5,491,900	0.689
11.	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD DEUTSCHE TRUSTEES MALAYSIA BERHAD FOR HONG LEONG DANA MAKMUR	4,700,000	0.590

No	Name	No. of Shares	%
12.	CIMB ISLAMIC NOMINEES (TEMPATAN) SDN BHD CIMB ISLAMIC TRUSTEE BERHAD - KENANGA ISLAMIC BALANCED FUND	4,593,000	0.576
13.	JONY RAW @ RAW JONY	4,386,000	0.550
14.	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR CITIBANK NEW YORK (NORGES BANK 19)	4,235,100	0.531
15.	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM NASIONAL	4,200,000	0.527
16.	HSBC NOMINEES (TEMPATAN) SDN BHD HSBC (M) TRUSTEE BHD FOR PRINCIPAL MALAYSIA TITANS PLUS FUND	4,130,400	0.518
17.	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM BUMIPUTERA 2	3,500,000	0.439
18.	AMANAHRAYA TRUSTEES BERHAD ASN SARA (MIXED ASSET CONSERVATIVE) 2	3,460,000	0.434
19.	HSBC NOMINEES (TEMPATAN) SDN BHD HSBC (M) TRUSTEE BHD FOR PRINCIPAL MALAYSIA ENHANCED OPPORTUNITIES FUND	3,426,900	0.430
20.	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD DEUTSCHE TRUSTEES MALAYSIA BERHAD FOR EASTSPRING INVESTMENTSGROWTH FUND	3,171,800	0.398
21.	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR PETROLIAM NASIONAL BERHAD (KIB)	3,000,000	0.376
22.	HSBC NOMINEES (TEMPATAN) SDN BHD HSBC (M) TRUSTEE BHD FOR PRINCIPAL MALAYSIA OPPORTUNITIES FUND	2,882,300	0.362
23.	CIMB ISLAMIC NOMINEES (TEMPATAN) SDN BHD BIMB INVESTMENT MANAGEMENT BERHAD FOR BANK ISLAM MALAYSIA BERHAD	2,874,300	0.361
24.	AMANAHRAYA TRUSTEES BERHAD ASN IMBANG (MIXED ASSET BALANCED) 1	2,800,000	0.351
25.	AMANAHRAYA TRUSTEES BERHAD ASN UMBRELLA FOR ASN IMBANG (MIXED ASSET BALANCED) 2	2,800,000	0.351
26.	CIMB ISLAMIC NOMINEES (TEMPATAN) SDN BHD TABUNG WARISAN NEGERI SELANGOR (AL-WARA')	2,493,000	0.313
27.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KENANGA ISLAMIC INVESTORS BHD FOR TABUNG WARISAN NEGERI SELANGOR	2,422,000	0.304
28.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PACIFIC TRUSTEES BERHAD FOR KENANGA GROWTH FUND SERIES 3 (471766)	2,394,900	0.300
29.	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR SIA KA FATT (E-BPJ)	2,250,800	0.282
30.	TONG KAM YEW	2,100,000	0.263

LIST OF PROPERTIES

No.	Title No.	Property Address	Tenure	Description of Property / Existing Use	Category of Land Use / Built-Up Area (sq. ft.)	Acquisition Date	Approximate Age of Building	Audited NBV as at 31 March 2026 (RM)
1	Strata Title Pajakan Negeri 11813/M1-B/9/876, Petak 876, Tingkat 9, No. Bangunan M1-B Lot 54 Bandar Sunway, Daerah Petaling Negeri Selangor Darul Ehsan	Suite 923, Block B1, Leisure Commerce Square, No. 9, Jalan PJS 8/9, 46150 Petaling Jaya, Selangor	99 years, ending on 17 July 2091	Office complex / Head office	Commercial building Land area: Not applicable Built-up area: 13,401 sq. ft.	22 July 2024	27 years	3,723,632
2	PN 97604, Lot 64717, Pekan Penaga, Daerah Petaling, Negeri Selangor	No. 25, Jalan PJS 9/1A, Bandar Sunway, 46510 Petaling Jaya, Selangor	99 years, ending on 5 July 2104	2½ storey detached house / Rented to Managing Director for his own accommodation	Residential building Land area: 5,759 sq. ft. Built-up area: 4,753 sq. ft.	28 November 2017	18 years	3,185,643
3	Strata Title Geran 6395, Bangunan M1-B, Tingkat 30, Petak 421, Lot 18152, Section 2, Ulu Kelang, Gombak	B-29-07, Type E, Storey No. 29 of Building Block Tower B (Astoria Ampang Residences)	99 years, ending on 25 January 2094	Service apartment / Vacant	Commercial building Land area: Not applicable Built-up area: 1,494 sq. ft.	13 October 2020	6 years	1,058,444
4	PN 11813, Bangunan M1, Tingkat 1, Petak 48, Lot 54, Bandar Sunway, Daerah Petaling, Negeri Selangor Darul Ehsan	No. 122, Block A2, Pusat Dagang Setia Jaya, No. 9, Jalan PJS 8/9, 46150 Petaling Jaya, Selangor Darul Ehsan	99 years, ending on 17 July 2091	Commercial shoplot / Rented to third parties	Commercial building Land area: Not applicable Built-up area: 2,153 sq. ft.	5 November 2021	27 years	806,756

No.	Title No.	Property Address	Tenure	Description of Property / Existing Use	Category of Land Use / Built-Up Area (sq. ft.)	Acquisition Date	Approximate Age of Building	Audited NBV as at 31 March 2026 (RM)
5	Strata Title Pajakan Negeri 11813/M1-A/5/314, Petak 314, Tingkat 5, No. Bangunan M1-A Lot 54 Bandar Sunway, Daerah Petaling Negeri Selangor	Suite 502, Block A4, Level 5, Leisure Commerce Square, No. 9, Jalan PJS 8/9, 46150 Petaling Jaya, Selangor	99 years, ending on 17 July 2091	Commercial building / Office	Commercial building Land area: Not applicable Built-up area: 2,659 sq. ft.	20 January 2023	27 years	745,940
6	Strata Title Pajakan Negeri 11813/M1-A/5/283, Petak 283, Tingkat 5, No. Bangunan M1-A Lot 54 Bandar Sunway, Daerah Petaling Negeri Selangor	Suite 501, Block A4, Level 5, Leisure Commerce Square, No. 9, Jalan PJS 8/9, 46150 Petaling Jaya, Selangor	99 years, ending on 17 July 2091	Commercial building / Office	Commercial building Land area: Not applicable Built-up area: 2,659 sq. ft.	20 January 2023	27 years	727,080
7	Pajakan Mukim 6395, Bangunan M1-B, Tingkat 30, Petak 422, Lot 18152, Seksyen 2, Bandar Ulu Kelang, Daerah Gombak, Negeri Selangor Darul Ehsan	B-29-01, Type C, Storey No. 29 of Building Block Tower B (Astoria Ampang Residences)	99 years, ending on 25 January 2094	Service apartment / Vacant	Commercial building Land area: Not applicable Built-up area: 893 sq. ft.	13 October 2020	6 years	684,912
8	PN 11813 Bangunan M1, Tingkat 1, Petak 32, Lot 54, Bandar Sunway, Daerah Petaling, Negeri Selangor Darul Ehsan	No. 123, Block A2, Pusat Dagang Setia Jaya, No. 9, Jalan PJS 8/9, 46150 Petaling Jaya, Selangor Darul Ehsan	99 years, ending on 17 July 2091	Commercial shoplot / Rented to third parties	Commercial building Land area: Not applicable Built-up area: 1,421 sq. ft.	16 April 2021	27 years	634,695

No.	Title No.	Property Address	Tenure	Description of Property / Existing Use	Category of Land Use / Built-Up Area (sq. ft.)	Acquisition Date	Approximate Age of Building	Audited NBV as at 31 March 2026 (RM)
9	Geran 257950, Lot 23546, Pekan Subang Jaya, Daerah Petaling, Negeri Selangor	No. 66, Jalan USJ 4/1G, 47600 Subang Jaya, Selangor	Freehold	Double storey terrace house / For workers' accommodation	Residential building Land area: 1,647 sq. ft. Built-up area: 1,954 sq. ft.	22 February 2016	34 years	634,500
10	PN 111064 Bangunan M1-C, Tingkat 19, Petak 688, Lot 86670, Bandar Sunway, Daerah Petaling, Negeri Selangor	No. A-19-01, Pangsapuri Servis Greenfield, Tower A, Jalan PJS 8/15, Bandar Sunway, 46150 Petaling Jaya, Selangor	99 years, ending on 29 August 2104	Service apartment / Vacant	Residential building Land area: Not applicable Built-up area: 764 sq. ft.	28 June 2017	5 years	495,032

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Rule 9.25A of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad, the following financial data are disclosed for the purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(A) Group Total Income and Total Assets

	Remarks	Group FY2026 (RM)	Group FY2025 (RM)
Total Income			
Revenue		110,690,000	117,682,517
Other income		2,141,192	845,087
Total		**112,831,192**	**118,527,604**
Total Assets			
Total Assets		160,646,249	94,065,234

(B) Business Activities

Shariah Non-Compliant Activities	Remarks	Group FY2026 (RM)	Group FY2025 (RM)
Rental income received from tenant involved in Shariah non-compliant activities		33,600	33,600
Interest income		977,507	569,544
Total		**1,011,107**	**603,144**

(C) Components of Financial Position

(i) Cash Components

	Remarks	Group FY2026 (RM)	Group FY2025 (RM)
Islamic Account / Instruments			
Cash in hand		15,867	89,328
Cash at bank (exclude cash in hand)		45,499,650	7,955
Total		**45,515,517**	**97,283**
Conventional Account / Instruments			
Cash at bank (exclude cash in hand)		43,622,548	31,938,760
Deposits with licensed banks		15,571,956	9,276,436
Total		**59,194,504**	**41,215,196**

(ii) Debt Components

	Remarks	Group FY2026 (RM)	Group FY2025 (RM)
Islamic Financing			
Current			
Nil		-	-
Non-Current			
Nil		-	-
Total		**-**	**-**
Conventional Borrowing			
Current			
Term loans		136,830	54,245
Non-Current			
Term loans		898,154	675,714
Total		**1,034,984**	**729,959**

Notes

1. The financial data above are based on the audited consolidated financial statements of the Group for the financial year ended 31 March 2026 and 31 March 2025.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Second Annual General Meeting ("2nd AGM" or "Meeting") of CHEEDING HOLDINGS BERHAD ("Cheeding" or "the Company") will be held at The Saujana Hotel Kuala Lumpur, Zamrud Hall, Saujana Resort, Jalan Lapangan Terbang SAAS, 40150 Shah Alam, Selangor Darul Ehsan on **Tuesday, 29 September 2026** at 10:30 a.m. or at any adjournment thereof, to transact the following businesses, with or without modifications:-

AGENDA

AS ORDINARY BUSINESS:		
1.	To receive the Audited Financial Statements for the financial year ended 31 March 2026 together with the Reports of the Directors and Auditors thereon.	***PLEASE REFER TO EXPLANATORY NOTE 1***
2.	To approve the payment of Directors' fees and benefits of up to RM320,000.00 for the period from the date immediately after the 2nd AGM until the next Annual General Meeting ("AGM") of the Company.	***ORDINARY RESOLUTION 1***
3.	To re-elect the following Directors who retire by rotation in accordance with Clause 91 of the Company's Constitution and being eligible, have offered themselves for re-election:- i. Ng Chai Hsia ii. Poh Zuan Yin	 ***ORDINARY RESOLUTION 2*** ***ORDINARY RESOLUTION 3***
4.	To re-appoint TGS TW PLT as Auditors of the Company until the conclusion of the next AGM of the Company and to authorise the Directors to fix their remuneration.	***ORDINARY RESOLUTION 4***
AS SPECIAL BUSINESS: To consider and if thought fit, pass with or without any modifications, the following resolutions: -		

5.	**GENERAL AUTHORITY FOR THE DIRECTORS TO ISSUE AND ALLOT SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016** "THAT subject always to the Constitution of the Company, the Companies Act 2016 ("Act"), the ACE Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities") and the approvals of the relevant governmental/ regulatory authorities, where required, the Directors of the Company, be and are hereby authorised and empowered pursuant to Sections 75 and 76 of the Act, to issue and allot new ordinary shares in the Company ("Shares") to such persons, at any time, and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit and expedient in the interest of the Company, provided that the aggregate number of shares to be issued does not exceed ten per centum (10%) of the total number of issued shares of the Company (excluding treasury shares, if any) at any point in time ("Mandate") and that the Directors be and also empowered to obtain approval for the listing of and quotation for the additional shares so issued on Bursa Securities, and that such authority shall continue in force until the conclusion of the next AGM of the Company held next after the approval was given or at the expiry of the period within which the next AGM is required to be held after the approval was given, whichever is the earlier. AND THAT the new Shares to be issued pursuant to the Mandate, shall, upon issuance and allotment, rank *pari passu* in all respects with the then existing shares of the Company, save and except that they shall not be entitled to any dividends, rights, allotments and/ or any other forms of distribution that which may be declared, made or paid before the date of allotment of such new Shares."	***ORDINARY RESOLUTION 5***
6.	To transact any other business of which due notice shall have been given in accordance with the Act and the Constitution of the Company.	

By order of the Board

TEA SOR HUA (MACS 01324) (SSM PC No.: 201908001272)
LOO HUI YAN (MAICSA 7069314) (SSM PC No.: 202308000290)
Company Secretaries

Petaling Jaya, Selangor Darul Ehsan
31 July 2026

Notes:

a) A member who is entitled to present, participate, speak and vote at the Meeting shall be entitled to appoint more than one (1) proxy to attend and vote at the Meeting in his/her stead. Where a member appoints more than one (1) proxy, he/she shall specify the proportion of his/her shareholdings to be represented by each proxy.

b) A proxy may, but need not be a member of the Company. A member may appoint any person to be his proxy. A proxy appointed to attend and vote at the Meeting shall have the same rights as the member to speak and vote at the Meeting.

c) The instrument appointing a proxy shall be in writing signed by the appointor or his attorney duly authorised in writing, or if the appointor is a corporation, either under the corporation's common seal or signed by an officer or attorney duly authorised.

d) Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.

e) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. The appointment of multiple proxies shall not be valid unless the proportion of its shareholdings represented by each proxy is specified.

f) For the purpose of determining a member who shall be entitled to attend the Meeting, the Company will be requesting Bursa Malaysia Depository Sdn. Bhd. in accordance with Clause 65(b) of the Company's Constitution to issue a General Meeting Record of Depositors as at 21 September 2026. Only members whose names appear in the General Meeting Record of Depositors as at 21 September 2026 shall be regarded as members and entitled to attend, speak and vote at the Meeting.

g) To be valid, the instrument appointing a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time for holding the Meeting or adjourned meeting:-

(i) In hardcopy form
In the case of an appointment made in hardcopy form, the proxy form must be deposited at the Company's Share Registrars, Boardroom Share Registrars Sdn. Bhd. at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

(ii) By Electronic Form
The proxy form can be electronically lodged via the Boardroom Smart Investor Portal at https://investor.boardroomlimited.com. Please refer to the Administrative Guide on the procedures for electronic lodgement of proxy forms via the Boardroom Smart Investor Portal. To be valid, the instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority shall be deposited at the office of the Share Registrar situated at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia not less than forty-eight (48) hours before the time for holding the Meeting or adjourned Meeting at which the person named in the instrument proposes to vote.

h) All the resolutions set out in this Notice of Meeting will be put to vote by poll.

i) Kindly check Bursa Securities' website and the Company's website at https://www.cheeding.com/ for the latest updates on the status of the Meeting.

EXPLANATORY NOTES

1. **Item 1 of the Agenda - Audited Financial Statements for the financial year ended 31 March 2026**
This Agenda item is meant for discussion only as the provision of Section 340(1)(a) of the Companies Act 2016 ("Act") does not require a formal approval of shareholders for the

Audited Financial Statements. Hence, this Agenda item is not put forward for voting.

2. **Item 2 of the Agenda - Directors' Fees and/or Benefits**
   Pursuant to Section 230(1) of the Act, the Directors' fees and any benefits payable to the Directors of a listed company and its subsidiaries shall be approved by the shareholders at a general meeting. This resolution is to facilitate payment of Directors' fees and benefits for the period from the date immediately after the 2nd AGM until the date of the next AGM of the Company. In the event the proposed amount is insufficient due to more meetings or an enlarged Board of Directors' size, approval will be sought at the next AGM for the shortfall.

3. **Item 3 of the Agenda - Re-election of Directors**
   Clause 91 of the Company's Constitution provides that one-third (1/3) of the Directors of the Company for the time being or, if their number is not three or a multiple of three (3), then the number nearest to one-third (1/3) shall retire from office and be eligible for re-election PROVIDED ALWAYS that all Directors shall retire from office at least once every three (3) years but shall be eligible for re-election. A retiring Director shall retain office until the close of the meeting at which he retires.

   Ms. Ng Chai Hsia and Ms. Poh Zuan Yin ("Retiring Directors") will retire by rotation pursuant to Clause 91 of the Company's Constitution. The Retiring Directors being eligible, have offered themselves for re-election at the Meeting.

   The Board has endorsed the Nomination Committee's recommendation to seek for the shareholders' approval to re-elect the Retiring Directors as they possess the required skill sets to facilitate and contribute to the Board's effectiveness and value. The Retiring Directors had abstained from all deliberations and decisions on their own eligibility to stand for re-election at the Board meeting.

   The details and profiles of the Retiring Directors are provided in the Director's Profile contained in the Company's Annual Report 2026.

4. **Item 4 of the Agenda - Re-appointment of Auditors**

   The Audit and Risk Management Committee ("ARMC") has undertaken an annual assessment of the suitability, effectiveness and independence of TGS TW PLT as Auditors. Based on the outcome of the assessment, the ARMC is satisfied that TGS TW PLT has maintained its independence and has performed its duties effectively. Accordingly, the ARMC recommended to the Board that TGS TW PLT be re-appointed as the Auditors of the Company.

   The Board has endorsed the ARMC's recommendation and will seek shareholders' approval for the re-appointment of TGS TW PLT as Auditors for the financial year ending 31 March 2027, and to hold office until the conclusion of the next AGM.

5. **Item 5 of the Agenda - General Authority for the Directors to Issue and Allot Shares pursuant to Sections 75 and 76 of the Act**

   The Ordinary Resolution 5 proposed under item 5 of the Agenda, is to seek a general mandate for issuance and allotment of shares by the Company pursuant to Sections 75 and 76 of the Act. This Ordinary Resolution, if passed, is to empower the Directors of the Company to issue and allot new Shares in the Company up to an amount not exceeding in total ten per centum (10%) of the total number of issued shares of the Company for such purposes as the Directors consider would be in the interest of the Company.

   This authority, unless revoked or varied by the Company at a general meeting, will expire at the conclusion of the next AGM or the expiration of the period within which the next AGM is required by law to be held, whichever is earlier.

This general mandate will provide flexibility to the Company for issuance and allotment of new Shares for any possible fund raising activities, including but not limited to further placing of shares for the purpose of funding current and/or future project(s), working capital, acquisitions, investments and/or for issuance of shares as a form of settlement of purchase consideration or repayment of borrowings or debt settlement/repayment or such other applications as the Directors may deem fit and expedient in the best interest of the Company.

This is the first general mandate to be sought by the Company since its listing on the ACE Market of Bursa Securities on 7 October 2025. As at the date of this notice, there is no decision to issue new Shares but the Directors consider it desirable to have the flexibility permitted to respond to market developments and to enable allotments to take place to finance business opportunities. Should there be a decision to issue new Shares after the general mandate is sought, the Company will make an announcement in respect thereof.

ADMINISTRATIVE GUIDE

CHEEDING HOLDINGS BERHAD

202401038246 (1584093-K)
(Incorporated in Malaysia)

ADMINISTRATIVE GUIDE FOR THE SECOND (2ND) ANNUAL GENERAL MEETING ("AGM" OR "THE MEETING")

Day and Date	:	Tuesday, 29 September 2026
Time	:	10:30 a.m. or at adjournment thereof
Venue	:	The Saujana Hotel Kuala Lumpur, Zamrud Hall, Saujana Resort, Jalan Lapangan Terbang SAAS, 40150 Shah Alam, Selangor Darul Ehsan

Entitlement to Participate in the AGM

In respect of deposited securities, only members whose names appear on the Record of Depositors on 21 September 2026 (General Meeting Record of Depositors) shall be eligible to participate in the Meeting or appoint proxy(ies) to participate on his/her behalf.

Proxy Form

Members who are unable to attend the AGM are encouraged to appoint a proxy or the Chairman of the Meeting as his/her proxy and indicate the voting instructions in the Proxy Form in accordance with the notes and instructions printed therein.

Please ensure that the original form is deposited at the Company's Share Registrar, Boardroom Share Registrars Sdn. Bhd. at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan. Alternatively, the Proxy Form may also be lodged electronically via Boardroom Smart Investor Portal ("BSIP") at https://investor.boardroomlimited.com not less than forty-eight (48) hours, i.e. latest by Sunday, 27 September 2026 at 10:30 a.m., before the time appointed for holding the said Meeting or any adjournment thereof. Please find the below steps for eProxy lodgement:

For Individual/ Corporate Shareholders

i. Log in to https://investor.boardroomlimited.com;
ii. Select "**CHEEDING HOLDINGS BERHAD 2nd ANNUAL GENERAL MEETING"** from the list of Meeting Event(s) and click "**Enter**";
iii. Click "**Submit eProxy Form**";
iv. For Corporate Shareholder, select the company you would like to represent (if more than one) (Boardroom Smart Investor Portal now facilitates the registration of Corporate Shareholders);

v. Enter your CDS account no. and number of shares held. Read and accept the General Terms and Conditions by clicking "**Next**";
vi. Then, insert your proxy details and voting instructions. If you wish your proxy(ies) to act upon his/her discretion, please indicate "**Discretionary**";
vii. Review and confirm your proxy/proxies appointment and click "**Next**"; and
viii. Download or print the eProxy form as acknowledgement.

For Authorised Nominees and Exempt Authorised Nominees

i. Log in to https://investor.boardroomlimited.com;
ii. Select "**CHEEDING HOLDINGS BERHAD 2nd ANNUAL GENERAL MEETING**" from the list of Meeting Event(s) and click "**Enter**";
iii. Click "**Submit eProxy Form**";
iv. Select the company you would like to represent (if more than one);
v. Proceed to download the file format for "**Submission of Proxy Form**";
vi. Prepare the file for the appointment of proxy(ies) by inserting the required data;
vii. Proceed to upload the duly completed Proxy Appointment file;
viii. Review and confirm your proxy(ies) appointment(s) and click "**Submit**"; and
ix. Download or print the eProxy form as acknowledgement.

Please note that eProxy Form shall be lodged not less than forty-eight (48) hours before the time of holding the AGM, i.e. latest by Sunday, 27 September 2026 at 10:30 a.m.

If you wish to participate in the AGM yourself, please do not submit any Proxy Form for the AGM. You will not be allowed to participate in the AGM if you have earlier appointed a proxy and such proxy has not been revoked in accordance with the paragraph below-headed "Revocation of Proxy".

Revocation of Proxy

If you have submitted your Proxy Form and subsequently decide to appoint another person or wish to participate in the AGM yourself, please write in to bsr.proxy@boardroomlimited.com or login to https://investor.boardroomlimited.com (as the case maybe) to revoke the earlier appointed proxy(ies) at least forty-eight (48) hours before the Meeting i.e. latest by Sunday, 27 September 2026 at 10:30 a.m.

Registration

The registration will commence at 9:00 a.m. at the entrance of the designated meeting room in Zamrud Hall.

Please read the signage to ascertain the correct registration counter. Please present your original National Registration Identity Card (NRIC) or Passport at the registration counter for verification purposes. Kindly ensure the original NRIC or Passport is returned to you thereafter. No person will be allowed to register on behalf of another person with the NRIC or Passport of that other person.

Upon verification, attendees are required to write their names and sign on the Attendance List placed on the registration table. An identification wristband will be provided to shareholders/ proxy(ies) upon successful registration. No person will be allowed to enter the meeting hall without the identification wristband.

Voting Procedure

All the resolutions set out in the Notice of the AGM will be put to vote by poll pursuant to Rule 8.31A of ACE Market Listing Requirements of Bursa Malaysia Securities Berhad. Boardroom Share Registrars Sdn. Bhd. has been appointed as the Poll Administrator to conduct the polling process. Sky Corporate Services Sdn Bhd has been appointed as Independent Scrutineers to verify the poll results.

Issuance of Documents by Electronic Means

Please scan the QR code to download the following documents of the Company which are available at the Company's website, https://www.cheeding.com and also on the Bursa Malaysia Securities Berhad's website at www.bursamalaysia.com.my under Company Announcements:-

1.	Annual Report for the financial year ended 31 March 2026 ("Annual Report 2026")	
2.	Corporate Governance Report 2026	
3.	Notice, Proxy Form and Administrative Guide for the 2nd AGM	

In line with our commitment to environmental sustainability, we encourage you to refer to the digital version of the abovementioned reports. Should you require a printed copy of the Annual Report 2026, you may request through BSIP at https://investor.boardroomlimited.com and select "Request for Annual Report" under the "Investor Services".

Other Information For Attendees at the AGM

1. **Parking**
   Free parking bays are available at the Saujana Hotel.

2. **Refreshment**
   Refreshment will be provided during the AGM.

3. **Doorgift**
   There will be no distribution of food/gift vouchers for shareholders/proxies who attend the AGM.

4. **No Recording or Photography**
   Recording or photography of the meeting proceedings is prohibited without the prior written permission of the Company.

5. **Seating**
   All participants are requested to be seated at least five (5) minutes before the scheduled commencement of the Meeting.

Enquiry

If you have any enquiries prior to the AGM, you may contact Boardroom Share Registrars Sdn. Bhd. during office hours from Monday to Friday (8:30a.m. to 5:30p.m.).

ADDITIONAL INFORMATION

Boardroom Share Registrars Sdn. Bhd.

Address	:	11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia
General Line	:	603-7890 4700
Fax Number	:	603-7890 4670
Email	:	bsr.helpdesk@boardroomlimited.com

Personal Data Policy

By registering for the Meeting and/or submitting the instrument appointing proxy(ies) and/or representative(s) to attend, speak and vote at the Meeting and/or any adjournment thereof, a member of the Company consents to the collection, use and disclose of member's personal data by the Company (or its agents) for the purposes of processing and administration by the Company (or its agents) of proxies and representatives appointed for the Meeting (including any adjournment thereof), and the preparation and compilation of the attendance lists, minutes and other documents relating to the Meeting (including any adjournments thereof); and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively "the Purposes"). The member of the Company also warrants that he/she has obtained such proxy(ies)' and/or representative(s)' prior consent for the Company's (or its agents') processing of such proxy(ies)' and/or representative(s)' personal data for the Purposes, and agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses, and damages as a result of the member's breach of warranty.

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CHEEDING HOLDINGS BERHAD
202401038246 (1584093-K)
(Incorporated in Malaysia)

PROXY FORM

(Before completing this form please refer to the notes below)

No. of shares held	**:**	
CDS Account No.	**:**	

I/We * ______________________________ NRIC/Passport/Registration No.* ____________________
(Full name in block)

of ____
(Address)

with email address ______________________________ mobile phone no. ____________________

being a member/members* of **CHEEDING HOLDINGS BERHAD** ("the Company") hereby appoint(s):-

Full Name (in Block)	**NRIC/Passport No.**	**Proportion of Shareholdings**	
		No. of Shares	**%**
Address			
Email Address			
Mobile Phone No.			

and/or*

Full Name (in Block)	**NRIC/Passport No.**	**Proportion of Shareholdings**	
		No. of Shares	**%**
Address			
Email Address			
Mobile Phone No.			

or failing him/her*, the Chairman of the Meeting as my/our* proxy to vote for me/us* on my/our* behalf at the Second Annual General Meeting ("2nd AGM") of the Company to be held at The Saujana Hotel Kuala Lumpur, Zamrud Hall, Saujana Resort, Jalan Lapangan Terbang SAAS, 40150 Shah Alam, Selangor Darul Ehsan on Tuesday, 29 September 2026 at 10:30 a.m. or at any adjournment thereof.

Please indicate with an "X" in the appropriate spaces how you wish your votes to be cast. If no specific direction as to vote is given, the Proxy will vote or abstain from voting at his/her* discretion.

No.	Ordinary Resolutions	For	Against
1.	To approve the payment of Directors' fees and benefits of up to RM320,000.00 for the period from the date immediately after the 2nd AGM" until the next Annual General Meeting of the Company.		
2.	To re-elect Ng Chai Hsia who retires pursuant to Clause 91 of the Company's Constitution.		
3.	To re-elect Poh Zuan Yin who retires pursuant to Clause 91 of the Company's Constitution.		
4.	To re-appoint TGS TW PLT as Auditors of the Company.		
5.	To approve the general authority for the Directors to issue and allot shares pursuant to Sections 75 and 76 of the Companies Act 2016.		

Dated this ____________ day of ______________ 2026

____
Signature of Member(s) / Common Seal

**delete whichever is not applicable*

Notes:

a) A member who is entitled to present, participate, speak and vote at the Meeting shall be entitled to appoint more than one (1) proxy to attend and vote at the Meeting in his/her stead. Where a member appoints more than one (1) proxy, he/she shall specify the proportion of his/her shareholdings to be represented by each proxy.

b) A proxy may, but need not be a member of the Company. A member may appoint any person to be his proxy. A proxy appointed to attend and vote at the Meeting shall have the same rights as the member to speak and vote at the Meeting.

c) The instrument appointing a proxy shall be in writing signed by the appointor or his attorney duly authorised in writing, or if the appointor is a corporation, either under the corporation's common seal or signed by an officer or attorney duly authorised.

d) Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.

e) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. The appointment of multiple proxies shall not be valid unless the proportion of its shareholdings represented by each proxy is specified.

f) For the purpose of determining a member who shall be entitled to attend the Meeting, the Company will be requesting Bursa Malaysia Depository Sdn. Bhd. in accordance with Clause 65(b) of the Company's Constitution to issue a General Meeting Record of Depositors as at 21 September 2026. Only members whose names appear in the General Meeting Record of Depositors as at 21 September 2026 shall be regarded as members and entitled to attend, speak and vote at the Meeting.

g) To be valid, the instrument appointing a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time for holding the Meeting or adjourned meeting:-

    (i) In hardcopy form

    In the case of an appointment made in hardcopy form, the proxy form must be deposited at the Company's Share Registrars, Boardroom Share Registrars Sdn. Bhd. at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

    (ii) By Electronic Form

    The proxy form can be electronically lodged via the Boardroom Smart Investor Portal at https://investor.boardroomlimited.com. Please refer to the Administrative Guide on the procedures for electronic lodgement of proxy forms via the Boardroom Smart Investor Portal. To be valid, the instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority shall be deposited at the office of the Share Registrar situated at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia not less than forty-eight (48) hours before the time for holding the Meeting or adjourned Meeting at which the person named in the instrument proposes to vote.

h) All the resolutions set out in this Notice of Meeting will be put to vote by poll.

i) Kindly check Bursa Securities' website and the Company's website at https://www.cheeding.com/ for the latest updates on the status of the Meeting.

CHEEDING HOLDINGS BERHAD
[Registration No.: 202401038246 (1584093-K)]
(Incorporated in Malaysia)

REPORTS AND FINANCIAL STATEMENTS

31 MARCH 2026

Registered office:
Third Floor, No. 77, 79 & 81
Jalan SS21/60, Damansara Utama
47400 Petaling Jaya
Selangor Darul Ehsan

Principal place of business:
Suite 923, Block B1, Level 9,
Leisure Commerce Square
No. 9, Jalan PJS 8/9
46150 Petaling Jaya
Selangor Darul Ehsan

Registration No.: 202401038246 (1584093-K)

CHEEDING HOLDINGS BERHAD
(Incorporated in Malaysia)

REPORTS AND FINANCIAL STATEMENTS

31 MARCH 2026

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CHEEDING HOLDINGS BERHAD
(Incorporated in Malaysia)

DIRECTORS' REPORT

The Directors have pleasure in submitting their report together with the audited financial statements of the Group and the Company for the financial year ended 31 March 2026.

Principal activity

The principal activity of the Company is investment holding. The principal activities of its subsidiaries are disclosed in Note 6.

Changes of status

The Company is a public limited liability company and is listed on the ACE Market of Bursa Malaysia Securities Berhad on 7 October 2025.

Financial results

	Group RM	Company RM
Profit for the financial year	35,270,363	10,416,354
Attributable to:		
Owners of the Company	35,270,363	10,416,354

Reserves and provisions

There were no material transfers to or from reserves or provisions during the financial year other than as disclosed in the financial statements.

Dividends

On 6 April 2026, the Company declared an interim dividend of 1.13 sen per ordinary share amounting to RM9,009,004 in respect of the current financial year, paid on 30 April 2026. The financial statements for the current financial year do not reflect this interim dividend. Such dividend will be accounted for in equity as an appropriation of retained profits in the financial year ending 31 March 2027.

The Directors do not recommend any final dividend in respect of the current financial year.

Issue of shares and debentures

On 5 August 2025, the Company increased its issued and paid-up shares capital from RM1 to RM42,526,706 by way of issuance of 654,256,999 new ordinary shares at RM0.065 each for a total consideration of RM42,526,705 for the acquisition of its subsidiary, Pembinaan Bukit Cheeding Sdn. Bhd..

On 7 October 2025, the Company further increased its issued and paid-up shares capital from RM42,526,706 to RM94,006,706 by way of issuance of 143,000,000 new ordinary shares at RM0.36 each for a cash consideration of RM51,480,000 in conjunction with the initial public offering ("IPO") on ACE Market of Bursa Malaysia Securities Berhad.

The new ordinary shares issued during the financial year ranked pari passu in all respect with the existing ordinary shares of the Company.

There were no debentures issued during the financial year.

Options granted over unissued shares

No options were granted to any person to take up unissued shares of the Company during the financial year.

Directors

The Directors in office during the financial year until the date of this report are:

Saw Wai Chuan (Independent Non-Executive Chairperson)
Ng Kian Chai (Managing Director)*
Ng Chai Hsia (Executive Director)*
Wendy Kam (Independent Non-Executive Director)
Chang Poh Sheng (Independent Non-Executive Director)
Poh Zuan Yin (Independent Non-Executive Director)

**Directors of the Company and its subsidiary*

The Directors who held office in the subsidiaries (excluding Directors who are also Directors of the Company) during the financial year up to the date of this report are:

Ng Lam Tiong
Lee Bee Wei

The information required to be disclosed pursuant to Section 253 of the Companies Act 2016 is deemed incorporated herein by reference to the financial statements of the respective subsidiaries and make a part hereof.

Registration No.: 202401038246 (1584093-K)

Directors' interests in shares

The interests and deemed interests in the shares of the Company and of its related corporations (other than wholly-owned subsidiaries) of those who were Directors at financial year end according to the Register of Directors' Shareholdings are as follow:

	Number of ordinary shares			
	At 1.4.2025	**Bought**	**Sold**	**At 31.3.2026**
Interests in the Company				
Direct interests				
Ng Kian Chai	1	602,605,099	(59,868,400)	542,736,700
Ng Chai Hsia	-	700,000	-	700,000
Saw Wai Chuan	-	120,000	-	120,000
Wendy Kam	-	100,000	-	100,000
Poh Zuan Yin	-	100,000	-	100,000
Chang Poh Sheng	-	100,000	(100,000)	-
Indirect interests in the Company				
Ng Kian Chai #	-	54,354,200	(5,134,600)	49,219,600

Deemed interest by virtue of shares held by spouse/children.

By virtue of his interest in the shares of the Company, Ng Kian Chai is also deemed interested in the shares of all the subsidiaries to the extent that the Company has an interest under Section 8(4) of the Companies Act 2016 in Malaysia.

Other than as disclosed above, none of the other Directors in office at the end of the financial year have any interest in shares in the Company or its related corporations during the financial year.

Directors' benefits

Since the end of the previous financial year, no Director of the Company has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the Director or the fixed salary of a full-time employee of the Company) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest.

The Directors' fees and remuneration for the Group and for the Company are RM2,670,686 and RM129,000 respectively.

Directors' benefits (Cont'd)

Neither during nor at the end of the financial year, was the Company a party to any arrangement whose object was to enable the Directors to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

Indemnity and insurance costs

During the financial year, the total amount of indemnity coverage and insurance premium paid for the Directors and certain officers of the Group were RM3,000,000 and RM7,500 respectively. No indemnity was given to or insurance effected for auditors of the Group during the financial year.

Other statutory information

(a) Before the financial statements of the Group and the Company were prepared, the Directors took reasonable steps:

    (i) to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that there were no bad debts to be written off and that adequate allowance had been made for doubtful debts; and

    (ii) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including the value of current assets as shown in the accounting records of the Group and of the Company have been written down to an amount which the current assets might be expected so to realise.

(b) At the date of this report, the Directors are not aware of any circumstances:

    (i) which would render it necessary to write off any bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; or

    (ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or

    (iii) not otherwise dealt with in this report or financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading; or

    (iv) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

Other statutory information (Cont'd)

(c) At the date of this report, there does not exist:

   (i) any charge on the assets of the Group and of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or

   (ii) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

(d) In the opinion of the Directors:

   (i) no contingent liability or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due;

   (ii) the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and

   (iii) there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

Subsequent event after the reporting period

The subsequent event after the reporting period is disclosed in Note 31.

Auditors

The Auditors, TGS TW PLT (202106000004 (LLP0026851-LCA) & AF002345), have expressed their willingness to continue in office.

Auditors' remuneration for the Group and of the Company as set out in Note 20 are RM96,000 and RM30,000 respectively.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 23 July 2026.

NG KIAN CHAI	NG CHAI HSIA

KUALA LUMPUR

Registration No.: 202401038246 (1584093-K)

CHEEDING HOLDINGS BERHAD
(Incorporated in Malaysia)

STATEMENT BY DIRECTORS
Pursuant to Section 251 (2) of the Companies Act 2016

We, the undersigned, being two of the Directors of the Company, do hereby state that, in the opinion of the Directors, the financial statements set out on pages 16 to 69 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 March 2026 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 23 July 2026.

NG KIAN CHAI

NG CHAI HSIA

KUALA LUMPUR

Registration No.: 202401038246 (1584093-K)

CHEEDING HOLDINGS BERHAD
(Incorporated in Malaysia)

STATUTORY DECLARATION
Pursuant to Section 251 (1) of the Companies Act 2016

I, Yap Hoong Yun, being the Officer primarily responsible for the financial management of Cheeding Holdings Berhad, do solemnly and sincerely declare that to the best of my knowledge and belief, the financial statements set out on pages 16 to 69 are correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declaration Act 1960.

Subscribed and solemnly declared)
by the abovenamed at Kuala)
Lumpur in the Federal Territory on)
23 July 2026)

YAP HOONG YUN
(MIA: 53826)

Before me,

Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF
CHEEDING HOLDINGS BERHAD
[Registration No.: 202401038246 (1584093-K)]
(Incorporated in Malaysia)

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Cheeding Holdings Berhad, which comprise the statements of financial position as at 31 March 2026 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 16 to 69.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 March 2026, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for opinion

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

Independence and other ethical responsibilities

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

Report on the audit of the financial statements (Cont'd)

Key audit matters

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

Revenue recognition
(Refer to material accounting policy information in Note 3(g) to the financial statements and disclosure of revenue in Note 18 to the financial statements)

The Group enters into contracts with customers for the engineering, procurement, construction and commissioning ("EPCC") and maintenance of overhead infrastructure for utilities, EPCC of underground infrastructure for utilities, and substation engineering services. Under MFRS 15 Revenue from Contracts with Customers, revenue from these contracts is recognised over time using the input method, based on costs incurred to date relative to total estimated contract costs. Input method requires management to exercise significant judgement in estimating the total budgeted cost of each project in measuring the progress towards complete satisfaction of performance obligation. Given the value of ongoing projects and the inherent subjectivity in these estimates, we identified this as an area of significant audit focus and a fraud risk area due to the potential for management override.

Our audit procedures include, amongst others, the following:

(a) Obtained an understanding of, and evaluated the design and implementation of, the relevant internal controls over the revenue recognition process.

(b) Agreed the transaction price for a sample of contracts to signed contracts, letters of award, and approved variation orders/claims, and assessing the reasonableness of any variable consideration included, to determine whether the transaction price was properly estimated;

(c) Compared the budgeted cost for a sample of projects to underlying cost estimates, quotations and historical cost trends, and discussed significant assumptions with project management, to determine whether the budgeted cost was properly estimated;

Report on the audit of the financial statements (Cont'd)

Key audit matters (Cont'd)

Revenue recognition (Cont'd)

Our audit procedures include, amongst others, the following: (Cont'd)

(d) Traced a sample of costs recorded to supporting documentation (e.g. supplier invoices, subcontractor certifications) and assessed whether costs were recorded in the correct project and accounting period, to determine whether cost incurred to date was properly allocated to the respective projects;

(e) Recalculated the percentage of completion and resulting revenue recognised for a sample of contracts based on the input method; and

(f) Reviewed and assessed the adequacy of the Group's disclosures relating to revenue.

We have determined that there are no key audit matters to communicate in our report for the financial statements of the Company for the financial year ended 31 March 2026.

Information other than the financial statements and auditors' report thereon

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

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

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

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

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF
CHEEDING HOLDINGS BERHAD (CONT'D)
[Registration No.: 202401038246 (1584093-K)]
(Incorporated in Malaysia)

Report on the audit of the financial statements (Cont'd)

Responsibilities of the Directors for the financial statements

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

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

Auditors' responsibilities for the audit of the financial statements

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

Report on the audit of the financial statements (Cont'd)

Auditors' responsibilities for the audit of the financial statements (Cont'd)

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

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF
CHEEDING HOLDINGS BERHAD (CONT'D)
[Registration No.: 202401038246 (1584093-K)]
(Incorporated in Malaysia)

Report on the audit of the financial statements (Cont'd)

Auditors' responsibilities for the audit of the financial statements (Cont'd)

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also: (Cont'd)

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

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

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF
CHEEDING HOLDINGS BERHAD (CONT'D)
[Registration No.: 202401038246 (1584093-K)]
(Incorporated in Malaysia)

Other matters

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

TGS TW PLT
202106000004 (LLP0026851-LCA) & AF002345
Chartered Accountants

TAN LEA LING
03725/04/2027 J
Chartered Accountant

KUALA LUMPUR
23 July 2026

Registration No.: 202401038246 (1584093-K)

CHEEDING HOLDINGS BERHAD
(Incorporated in Malaysia)

STATEMENTS OF FINANCIAL POSITION AS AT 31 MARCH 2026

		Group		Company	
		31.3.2026	**31.3.2025**	**31.3.2026**	**31.3.2025**
	Note	**RM**	**RM**	**RM**	**RM**
ASSETS					
Non-current assets					
Property, plant and equipment	4	10,580,835	10,814,426	-	-
Investment properties	5	8,276,420	8,450,630	-	-
Investments in subsidiaries	6	-	-	43,390,842	-
		18,857,255	19,265,056	43,390,842	-
Current assets					
Trade receivables	7	29,947,991	21,227,230	-	-
Other receivables	8	2,431,666	2,434,998	14,958,545	2,160,738
Contract assets	9	4,458,575	9,825,471	-	-
Tax recoverable		240,741	-	-	-
Fixed deposits with licensed banks	10	15,571,956	9,276,436	-	-
Cash and bank balances	11	89,138,065	32,036,043	45,506,260	1
		141,788,994	74,800,178	60,464,805	2,160,739
TOTAL ASSETS		160,646,249	94,065,234	103,855,647	2,160,739
EQUITY					
Share capital	12	92,285,706	1	92,285,706	1
Invested equity	12(a)	-	9,500,000	-	-
Merger reserve	12(b)	(33,026,705)	-	-	-
Retained earnings/ (accumulated loss)		76,143,668	40,873,305	10,413,354	(3,000)
TOTAL EQUITY		135,402,669	50,373,306	102,699,060	(2,999)
LIABILITIES					
Non-current liabilities					
Borrowings	13	898,154	1,681,860	-	-
Deferred tax liabilities	14	68,000	256,000	-	-
		966,154	1,937,860	-	-

CHEEDING HOLDINGS BERHAD
(Incorporated in Malaysia)

STATEMENTS OF FINANCIAL POSITION AS AT 31 MARCH 2026 (CONT'D)

		Group		Company	
		31.3.2026	**31.3.2025**	**31.3.2026**	**31.3.2025**
	Note	**RM**	**RM**	**RM**	**RM**
LIABILITIES (CONT'D)					
Current liabilities					
Lease liabilities	15	-	5,738	-	-
Borrowings	13	136,830	1,442,373	-	-
Trade payables	16	2,072,054	4,878,073	-	-
Other payables	17	4,366,883	7,283,767	1,156,587	2,163,738
Contract liabilities	9	17,701,659	27,605,743	-	-
Tax payable		-	538,374	-	-
		24,277,426	41,754,068	1,156,587	2,163,738
TOTAL LIABILITIES		25,243,580	43,691,928	1,156,587	2,163,738
TOTAL EQUITY AND LIABILITIES		160,646,249	94,065,234	103,855,647	2,160,739

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

CHEEDING HOLDINGS BERHAD
(Incorporated in Malaysia)

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

		Group		Company	
		1.4.2025 to 31.3.2026	1.4.2024 to 31.3.2025	1.4.2025 to 31.3.2026	11.9.2024 to 31.3.2025
	Note	RM	RM	RM	RM
Revenue	18	110,690,000	117,682,517	14,009,004	-
Cost of sales		(48,639,549)	(72,606,620)	-	(3,000)
Gross profit/(loss)		62,050,451	45,075,897	14,009,004	(3,000)
Other income		2,141,192	845,087	657,276	-
Administrative expenses		(15,947,194)	(10,736,253)	(4,249,926)	-
Other expenses		(66,840)	-	-	-
Profit/(Loss) from operations		48,177,609	35,184,731	10,416,354	(3,000)
Finance costs	19	(154,882)	(217,318)	-	-
Profit/(Loss) before tax	20	48,022,727	34,967,413	10,416,354	(3,000)
Taxation	21	(12,752,364)	(8,620,817)	-	-
Profit/(Loss) for the financial year/period, representing total comprehensive income/ (loss) for the financial year/period		35,270,363	26,346,596	10,416,354	(3,000)
Earnings per share:					
Basic (sen)	22	4.42	3.30		
Diluted (sen)	22	4.42	3.30		

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

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CHEEDING HOLDINGS BERHAD
(Incorporated in Malaysia)

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

		Attributable to owners of the Company				
		Non-distributable			Distributable	
	Note	**Share capital RM**	**Invested equity RM**	**Merger reserve RM**	**Retained earnings RM**	**Total equity RM**
Group						
At 1 April 2024		-	9,500,000	-	33,026,709	42,526,709
Transactions with owners:						
- Issuance of share	12	1	-	-	-	1
- Dividends	23	-	-	-	(18,500,000)	(18,500,000)
Total comprehensive income for the financial year		-	-	-	26,346,596	26,346,596
At 31 March 2025		1	9,500,000	-	40,873,305	50,373,306
Transactions with owners:						
- Acquisition of a subsidiary	12	42,526,705	(9,500,000)	(33,026,705)	-	-
- Issuance of new shares	12	51,480,000	-	-	-	51,480,000
- Share issuance expenses	12	(1,721,000)	-	-	-	(1,721,000)
Total comprehensive income for the financial year		-	-	-	35,270,363	35,270,363
At 31 March 2026		92,285,706	-	(33,026,705)	76,143,668	135,402,669

CHEEDING HOLDINGS BERHAD
(Incorporated in Malaysia)

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

	Note	Share capital RM	(Accumulated loss)/ retained profits RM	Total equity RM
Company				
At 11 September 2024, date of incorporation		1	-	1
Total comprehensive loss for the financial period		-	(3,000)	(3,000)
At 31 March 2025		1	(3,000)	(2,999)
Transactions with owners:				
- Acquisition of a subsidiary	12	42,526,705	-	42,526,705
- Issuance of new shares	12	51,480,000	-	51,480,000
- Share issuance expenses	12	(1,721,000)	-	(1,721,000)
Total comprehensive income for the financial year		-	10,416,354	10,416,354
At 31 March 2026		92,285,706	10,413,354	102,699,060

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

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CHEEDING HOLDINGS BERHAD
(Incorporated in Malaysia)

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

		Group		Company	
		1.4.2025 to 31.3.2026	**1.4.2024 to 31.3.2025**	**1.4.2025 to 31.3.2026**	**11.9.2024 to 31.3.2025**
	Note	**RM**	**RM**	**RM**	**RM**
Cash flows from operating activities					
Profit/(Loss) before tax		48,022,727	34,967,413	10,416,354	(3,000)
Adjustments for:					
Allowance for expected credit losses on:					
- contract assets		61,513	-	-	-
- trade receivables		5,327	-	-	-
Depreciation of property, plant and equipment		1,981,597	1,744,017	-	-
Depreciation of investment properties		174,210	174,210	-	-
Gain on disposal of property, plant and equipment		(11,999)	-	-	-
Gain on early termination of lease contracts		-	(3,943)	-	-
Impairment of goodwill		248,644	-	-	-
Impairment of investment in a subsidiary		-	-	264,863	-
Interest expenses		154,882	217,318	-	-
Interest income		(1,576,751)	(569,544)	(657,276)	-
Unrealised loss on foreign exchange		557,035	-	358	-
Fair value gain on surrender value of insurance policy		(189,160)	-	-	-
Operating profit/(loss) before working capital changes carried forward		49,428,025	36,529,471	10,024,299	(3,000)

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CHEEDING HOLDINGS BERHAD
(Incorporated in Malaysia)

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

		Group		Company	
		1.4.2025 to 31.3.2026	**1.4.2024 to 31.3.2025**	**1.4.2025 to 31.3.2026**	**11.9.2024 to 31.3.2025**
	Note	**RM**	**RM**	**RM**	**RM**
Cash flows from operating activities (Cont'd)					
Operating profit/(loss) before working capital changes brought forward		49,428,025	36,529,471	10,024,299	(3,000)
Changes in working capital:					
Receivables		(8,049,613)	(5,343,905)	(14,958,545)	(2,160,738)
Payables		765,965	1,587,280	24,587	3,000
Contract balances		(4,598,701)	20,943,905	-	-
		(11,882,349)	17,187,280	(14,933,958)	(2,157,738)
Cash generated from/ (used in) operations		37,545,676	53,716,751	(4,909,659)	(2,160,738)
Interest received		967,931	234,346	657,276	-
Taxes paid		(13,634,447)	(10,355,665)	-	-
Tax refunded		-	58	-	-
Net cash from/(used in) operating activities		24,879,160	43,595,490	(4,252,383)	(2,160,738)
Cash flows from investing activities					
Acquisition of property, plant and equipment	**A**	(1,748,007)	(4,967,735)	-	-
Proceeds from disposal of property, plant and equipment		12,000	1,831,980	-	-
Net cash outflows from acquisition of a subsidiary	6 (a)	(322,844)	-	-	-
Net cash used in investing activities		(2,058,851)	(3,135,755)	-	-

CHEEDING HOLDINGS BERHAD
(Incorporated in Malaysia)

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

	Note	Group 1.4.2025 to 31.3.2026 RM	Group 1.4.2024 to 31.3.2025 RM	Company 1.4.2025 to 31.3.2026 RM	Company 11.9.2024 to 31.3.2025 RM
Cash flows from financing activities					
Advance from a related party		-	-	-	2,160,738
Dividends paid		(6,500,000)	(12,000,000)	-	-
Interest received		608,820	335,198	-	-
Interest paid		(154,882)	(217,318)	-	-
Proceeds from issuance of shares		49,759,000	1	49,759,000	1
Repayments of term loans	24	(178,658)	(50,109)	-	-
Repayments of hire-purchase creditors	24	(2,394,274)	(1,363,985)	-	-
Repayments of lease liabilities	B	(5,738)	(60,901)	-	-
(Placement)/Withdrawal of fixed deposits pledged with licensed banks		(7,297,181)	5,035,637	-	-
Net cash from/(used in) financing activities		33,837,087	(8,321,477)	49,759,000	2,160,739
Net cash increase in cash and cash equivalents		56,657,396	32,138,258	45,506,617	1
Effects of foreign exchange translation		(557,035)	-	(358)	-
Cash and cash equivalents at beginning of the financial year/period		35,171,274	3,033,016	1	-
Cash and cash equivalents at end of the financial year/period		91,271,635	35,171,274	45,506,260	1

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CHEEDING HOLDINGS BERHAD
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STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

		Group		Company	
		1.4.2025 to 31.3.2026	1.4.2024 to 31.3.2025	1.4.2025 to 31.3.2026	11.9.2024 to 31.3.2025
	Note	RM	RM	RM	RM
Cash and cash equivalents at end of the financial year/period comprises:					
Cash and bank balances		89,138,065	32,036,043	45,506,260	1
Fixed deposits with licensed banks		15,571,956	9,276,436	-	-
		104,710,021	41,312,479	45,506,260	1
Less: Fixed deposits pledged with licensed banks	10	(13,438,386)	(6,141,205)	-	-
		91,271,635	35,171,274	45,506,260	1

NOTES TO THE STATEMENTS OF CASH FLOWS

		Group		Company	
		1.4.2025 to 31.3.2026	1.4.2024 to 31.3.2025	1.4.2025 to 31.3.2026	11.9.2024 to 31.3.2025
	Note	RM	RM	RM	RM
A. Acquisition of property, plant and equipment					
Total additions	4	1,748,007	5,383,735	-	-
Acquisition through lease arrangements		-	(416,000)	-	-
Total cash payment		1,748,007	4,967,735	-	-

CHEEDING HOLDINGS BERHAD
(Incorporated in Malaysia)

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

		Group		Company	
		1.4.2025 to 31.3.2026	1.4.2024 to 31.3.2025	1.4.2025 to 31.3.2026	11.9.2024 to 31.3.2025
	Note	RM	RM	RM	RM
B. Cash outflows for leases as a lessee					
Included in cash flows from operating activities:					
Payment relating to short-term leases	20	320,797	157,019	-	-
Payment relating to low value assets	20	3,101	3,650	-	-
		323,898	160,669	-	-
Included in cash flows from financing activities:					
Payment of lease liabilities	24	5,738	60,901	-	-
Payment of interest of lease liabilities	19	112	3,747	-	-
		5,850	64,648	-	-
		329,748	225,317	-	-

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

1. Corporate information

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

The registered office of the Company is located at Third Floor, No. 77, 79 & 81, Jalan SS21/60, Damansara Utama, 47400 Petaling Jaya, Selangor Darul Ehsan.

The principal place of business of the Company is located at Suite 923, Block B1, Level 9, Leisure Commerce Square, No. 9, Jalan PJS 8/9, 46150 Petaling Jaya, Selangor Darul Ehsan.

The principal activity of the Company is investment holding. The principal activities of its subsidiaries are disclosed in Note 6.

2. Basis of preparation

(a) Statement of compliance

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

The financial statements of the Group and of the Company have been prepared under the historical cost convention, unless otherwise indicated in the financial statements.

Adoption of amended standards

During the financial year, the Group and the Company have adopted the following amendments to MFRSs issued by the Malaysian Accounting Standards Board ("MASB") that are mandatory for current financial year:

Amendments to MFRS 121	Lack of Exchangeability

The adoption of the amendments to MFRSs did not have any significant impact on the financial statement of the Group and of the Company.

2. Basis of preparation (Cont'd)

(a) Statement of compliance (Cont'd)

Standards issued but not yet effective

The Group and the Company have not applied the following MFRSs that have been issued by the MASB but are not yet effective for the Group and for the Company:

		Effective dates for financial periods beginning on or after
Amendments to MFRS 9 and MFRS 7	Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 1 Amendments to MFRS 7 Amendments to MFRS 9 Amendments to MFRS 10 Amendments to MFRS 107	Annual Improvements – Volume 11	1 January 2026
Amendments to MFRS 9 and MFRS 7	Contracts Referencing Nature-dependent Electricity	1 January 2026
MFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 121	Translation to a Hyperinflationary Presentation Currency	1 January 2027
Amendments to MFRS 10 and MFRS 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred until further notice

The Group and the Company intend to adopt the above new and amendments to MFRSs when they become effective.

2. **Basis of preparation (Cont'd)**

(a) **Statement of compliance (Cont'd)**

Standards issued but not yet effective (Cont'd)

The initial application of the above-mentioned new and amendments to MFRSs is not expected to have any significant impact on the financial statements of the Group and of the Company except for the new disclosures required under MFRS 18. Further details on MFRS 18 are discussed below:

<u>MFRS 18 Presentation and Disclosure in Financial Statements</u>

MFRS 18 will replace MFRS 101 Presentation of Financial Statements, which retains the majority of the requirement of MFRS 101 and complementing them with new requirements. In addition, narrow-scope amendments have been made to MFRS 107 Statement of Cash Flows and some requirements of MFRS 101 have been moved to the new MFRS 108 Basis of Preparation of Financial Statements.

MFRS 18 introduces key new requirements as follows:

(i) Statement of profit or loss and other comprehensive income:

The standard requires reclassification of all income and expenses within the statement of profit or loss into five categories: operating, investing, financing, income taxes and discontinued operations, whereof the first three are new. The standard also requires to present a newly-defined operating profit sub-total, and the net profit will not change.

(ii) Statement of cash flows

The standard requires to disclose the starting point for cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and the optionality around classification of cash flows from dividends and interest are removed.

(iii) Management-defined performance measures ("MPMs")

The standard requires MPMs be disclosed in a single note in the financial statements and enhanced guidance is provided on aggregation and disaggregation of financial information.

The Group and the Company are currently assessing the impact of MFRS 18, particularly with respect to the structure of the statement of profit or loss, the statement of cash flows and the additional disclosures required for MPMs. The Group and the Company are also assessing the impact on aggregation and disaggregation on how information is grouped in the financial statements.

2. **Basis of preparation (Cont'd)**

(b) **Functional and presentation currency**

The individual financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates ("the functional currency").

These financial statements are presented in Ringgit Malaysia ("RM"), which is the Company's functional currency. All financial information is presented in RM and has been rounded to the nearest RM except when otherwise stated.

(c) **Significant accounting judgements, estimates and assumptions**

The preparation of the Group's and of the Company's financial statements requires the management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amounts of the assets or liabilities affected in the future.

Judgements in applying accounting policies

The following are the judgements made by management in the process of applying the Group's and the Company's accounting policies that have the most significant effect on the amounts recognised in the financial statements:

Classification between investment properties and property, plant and equipment

The Group has developed certain criteria based on MFRS 140 *Investment Property* in making judgements on whether a property qualifies as an investment property. Investment property is a property held to earn rentals or for capital appreciation or both.

Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in the production or supply of goods or services or for administrative purposes.

If these portions could be sold separately (or leased out separately under a finance lease), the Group would account for the portions separately. If the portions could not be sold separately, the property is an investment property only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes.

Judgement is made on an individual property basis to determine whether ancillary services are significant that a property does not qualify as investment property.

2. Basis of preparation (Cont'd)

(c) Significant accounting judgements, estimates and assumptions (Cont'd)

Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period are set out below:

Useful lives of property, plant and equipment and investment properties

The Group regularly reviews the estimated useful lives of property, plant and equipment and investment properties based on factors such as business plan and strategies, expected level of usage and future technological developments. Future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned above. A reduction in the estimated useful lives of property, plant and equipment and investment properties would increase the recorded depreciation and decrease the value of property, plant and equipment and investment properties. The carrying amounts at the reporting date for property, plant and equipment and investment properties are disclosed in Notes 4 and 5 respectively.

Revenue from construction contracts

Contract revenue and costs are recognised over the period of the contracts in the profit or loss by reference to the progress towards complete satisfaction of that performance obligation. The method used to measure stage of completion is proportion that costs incurred to date bear to estimated total costs of the contract. When the outcome of sales contract cannot be estimated reliably, revenue is recognised only to the extent to the expenses recognised that are recoverable. The carrying amounts of contract assets and liabilities of the Group arising from construction activities are disclosed in Note 9.

3. Material accounting policy information

The Group and the Company apply the material accounting policy set out below, consistently throughout all periods presented in the financial statements, unless otherwise stated.

(a) Basis of consolidation

(i) Consolidation

The financial statements of the Group for the financial year were prepared using the "pooling of interest" method or merger method. Such manner of presentation reflects the economic substance of the Group, which was under common control throughout the relevant period, as a single economic enterprise, although the legal parent-subsidiary relationship was not established.

3. **Material accounting policy information (Cont'd)**

The Group and the Company apply the material accounting policy set out below, consistently throughout all periods presented in the financial statements, unless otherwise stated.

(a) **Basis of consolidation (Cont'd)**

(ii) Common control business combination

Business combinations involving entities under common control are accounted for applying the pooling of interest method. The assets and liabilities of the Group are reflected at their carrying amounts reported in the consolidated financial statements of the controlling holding company. Any difference between the consideration paid and the share capital of the "acquired" entity is reflected with equity as merger reserve. The statement of comprehensive income reflects the results of the Group for the full year, irrespective of when the combination takes place. Comparatives are presented as if the entities have always been combined since the date the entities had come under common control.

(b) **Property, plant and equipment**

Property, plant and equipment are measured at cost less accumulated depreciation and less any impairment losses.

(i) Recognition and measurement

Cost includes expenditures that are directly attributable to the acquisition of the assets and any other costs directly attributable to bringing the asset to working condition for its intended use, cost of replacing components parts of the assets, and the present value of the expected cost for the decommissioning of the assets after their use. All other repair and maintenance costs are recognised in profit or loss as incurred.

(ii) Subsequent costs

The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group and its cost can be measured reliably. The costs of the day-to-day servicing of property, plant and equipment is recognised in the profit or loss as incurred.

(iii) Depreciation

Depreciation is recognised in the profit or loss on straight-line basis over the estimated useful life of each component of an item of property, plant and equipment from the date that they are available for use. Freehold land is not depreciated. Work-in-progress included in property, plant and equipment are not depreciated as these assets are not yet available for use.

3. **Material accounting policy information (Cont'd)**

(b) **Property, plant and equipment (Cont'd)**

(iii) Depreciation (Cont'd)

The estimated useful lives of the assets are as follows:

Freehold building	2%
Leasehold land	Over the lease term
Leasehold building	Over the lease term
Furniture and fittings	20%
Motor vehicles	20%
Office equipment	20%
Plant and machinery	20%
Renovation	20%

The residual values, useful lives and depreciation method are reviewed at the end of each reporting period to ensure that the amount, method, and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the property, plant and equipment.

(iv) Derecognition

Property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. The difference between the net disposal proceeds, if any, and the net carrying amount recognised in profit or loss.

(c) **Leases**

(i) Lease and non-lease components

At inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease and non-lease component on the basis of their relative stand-alone prices. However, for leases of properties in which the Group is a lessee, it has elected not to separate non-lease components as a single lease component.

(ii) Recognition exemption

The Group has elected not to recognised right-of-use ("ROU") assets and liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

3. **Material accounting policy information (Cont'd)**

(c) **Leases (Cont'd)**

(iii) Depreciation

The ROU assets under cost model are depreciated using the straight-line method from the commencement date to the earlier of the end of the useful live of the ROU assets or the end of the lease term. The estimated useful lives of the ROU assets are as follows:

Hostel	Over the lease term
Office	Over the lease term

(d) **Investment properties**

Investment properties are properties held either to earn rental income or for capital appreciation, or for both, are measured at cost, including transaction costs, less any accumulated depreciation and impairment losses.

Investment properties are depreciated on straight-line method to write down the cost of each asset to their residual values over their estimated useful lives. Freehold land is not depreciated. The principal annual depreciation rates are:

Leasehold land	Over the lease term
Freehold building	2%
Leasehold building	Over the lease term

The residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each reporting date.

Investment properties are derecognised upon disposal, with the resulting gains and losses recognised in the profit or loss.

(e) **Financial instruments**

At the reporting date, the Group and the Company carry financial assets at amortised cost and financial assets at FVTPL on their statements of financial position. The Group's financial assets at amortised cost include trade receivables, other receivables, fixed deposits with licensed banks and cash and bank balances, whereas the Group's financial assets through FVTPL include other receivables.

At the reporting date, the Group and the Company carry only financial liabilities at amortised cost on their statements of financial position. The Group's and the Company's financial liabilities at amortised cost include borrowings, trade payables and other payables.

3. **Material accounting policy information (Cont'd)**

(f) **Contract balances**

(i) Contract assets

Contract asset is the right to consideration for goods or services transferred to the customers. The Group's contract assets are the excess of revenue recognised over the billings to-date and deposits or advances received from customers.

Where there is objective evidence of impairment, the amount of impairment losses is determined by comparing the contract assets' carrying amount and the present value of estimated future cash flows to be generated by the contract asset.

Contract asset is reclassified to trade receivables at the point at which invoices have been billed to customers. Contract assets are subject to impairment assessment in accordance with MFRS 9 *Financial Instruments*.

(ii) Contract liabilities

Contract liability is the obligation to transfer goods or services to customers for which the Group has received consideration or has billed the customers. The Group's contract liabilities are recognised as revenue when the Group performs its obligations under the contracts.

(g) **Revenue from contracts with customers**

The Group recognises revenue from construction contracts over time when control over the asset has been transferred to the customers. The assets have no alternative use to the Group and the Company has an enforceable right to payment for performance completed to date. Revenue from construction contracts is measured at the transaction price agreed under the construction contracts.

Revenue is recognised over the period of the contract using the input method to measure the progress towards complete satisfaction of the performance obligations under the contracts i.e. based on the costs incurred for work performed to date.

The Group becomes entitled to invoice customers for construction of promised assets based on achieving a series of performance-related milestones (i.e. progress billing). Any amount previously recognised as a contract asset is reclassified to trade receivables at the point at which it is invoiced to the customer. If the progress billing exceeds the revenue recognised to date, the Group recognises contract liability for the difference. There is not considered to be a significant financing component in contracts with customers as the period between the recognition of revenue and the progress billing is always less than one year.

4. Property, plant and equipment

	Freehold land RM	Freehold building RM	Leasehold land RM	Leasehold building RM	Furniture and fittings RM	Motor vehicles RM	Office equipment RM	Plant and machinery RM	Renovation RM	Work-in-progress RM	Hostel RM	Office RM	Total RM
Group													
Cost													
At 1 April 2024	1,896,480	157,747	47,550	2,203,348	125,039	7,212,057	35,467	6,800,041	457,229	-	220,296	137,005	19,292,259
Additions	-	-	-	3,813,689	2,290	145,332	11,962	643,162	-	767,300	-	-	5,383,735
Disposal	(1,831,980)	-	-	-	-	-	-	-	-	-	-	-	(1,831,980)
Expiration of lease contract	-	-	-	-	-	-	-	-	-	-	-	(34,944)	(34,944)
Early terrmination of lease contracts	-	-	-	-	-	-	-	-	-	-	(205,434)	(102,061)	(307,495)
At 31 March 2025	64,500	157,747	47,550	6,017,037	127,329	7,357,389	47,429	7,443,203	457,229	767,300	14,862	-	22,501,575
Additions	-	-	-	-	273,652	706,628	43,977	-	-	723,750	-	-	1,748,007
Disposal	-	-	-	-	-	(87,690)	-	-	-	-	-	-	(87,690)
Expiration of lease contract	-	-	-	-	-	-	-	-	-	-	(14,862)	-	(14,862)
Reclassification	-	-	-	-	-	-	-	-	1,491,050	(1,491,050)	-	-	-
At 31 March 2026	64,500	157,747	47,550	6,017,037	400,981	7,976,327	91,406	7,443,203	1,948,279	-	-	-	24,147,030
Accumulated depreciation													
At 1 April 2024	-	48,691	7,991	185,050	107,066	4,874,275	31,908	4,648,081	91,445	-	108,915	86,297	10,189,719
Charge for the financial year	-	3,155	615	77,202	7,027	765,106	1,648	737,155	91,445	-	40,939	19,725	1,744,017
Expiration of lease contract	-	-	-	-	-	-	-	-	-	-	-	(34,944)	(34,944)
Early terrmination of lease contracts	-	-	-	-	-	-	-	-	-	-	(140,565)	(71,078)	(211,643)
At 31 March 2025	-	51,846	8,606	262,252	114,093	5,639,381	33,556	5,385,236	182,890	-	9,289	-	11,687,149
Charge for the financial year	-	3,155	615	100,986	52,531	788,136	8,240	683,433	338,928	-	5,573	-	1,981,597
Disposal	-	-	-	-	-	(87,689)	-	-	-	-	-	-	(87,689)
Expiration of lease contract	-	-	-	-	-	-	-	-	-	-	(14,862)	-	(14,862)
At 31 March 2026	-	55,001	9,221	363,238	166,624	6,339,828	41,796	6,068,669	521,818	-	-	-	13,566,195
Carrying amount													
At 31 March 2026	64,500	102,746	38,329	5,653,799	234,357	1,636,499	49,610	1,374,534	1,426,461	-	-	-	10,580,835
At 31 March 2025	64,500	105,901	38,944	5,754,785	13,236	1,718,008	13,873	2,057,967	274,339	767,300	5,573	-	10,814,426

4. **Property, plant and equipment (Cont'd)**

(a) Including in net carrying amount of property, plant and equipment is ROU asset as follows:

	Group	
	31.3.2026	**31.3.2025**
	RM	**RM**
Hostel	-	5,573

(b) Depreciation charge of ROU assets are as follows:

	Group	
	31.3.2026	**31.3.2025**
	RM	**RM**
Hostel	5,573	40,939
Office	-	19,725
	5,573	60,664

(c) Property, plant and equipment pledged to licensed banks as security for banking facilities and hire purchases granted to the Group are as follows:

	Group	
	31.3.2026	**31.3.2025**
	RM	**RM**
Freehold land	64,500	64,500
Freehold building	102,746	105,901
Leasehold building	5,571,939	5,670,587
Motor vehicles	-	1,530,596
Plant and machinery	-	1,836,157
	5,739,185	9,207,741

5. Investment properties

	Freehold land RM	Freehold building RM	Leasehold land RM	Leasehold building RM	Total RM
Group					
Cost					
At 1 April 2024/ 31 March 2025/ 31 March 2026	225,000	920,791	1,583,724	6,809,329	9,538,844
Accumulated depreciation					
At 1 April 2024	-	218,564	95,528	599,912	914,004
Charge for the financial year	-	18,254	19,769	136,187	174,210
At 31 March 2025	-	236,818	115,297	736,099	1,088,214
Charge for the financial year	-	18,254	19,769	136,187	174,210
At 31 March 2026	-	255,072	135,066	872,286	1,262,424
Carrying amount					
At 31 March 2026	225,000	665,719	1,448,658	5,937,043	8,276,420
At 31 March 2025	225,000	683,973	1,468,427	6,073,230	8,450,630
Fair value of investment properties					
At 31 March 2026	417,006	1,263,797	2,280,478	9,521,881	13,483,162
At 31 March 2025	349,317	1,144,848	2,266,537	8,691,802	12,452,504

(a) Income and expenses recognised in profit or loss

The following are recognised in profit or loss in respect of investment properties:

	Group	
	31.3.2026 RM	31.3.2025 RM
Income and expenses recognised in profit or loss:		
Rental income	(161,200)	(175,600)
Direct operating expenses	11,194	9,837

5. Investment properties (Cont'd)

(b) Fair value of investment properties

Fair value of investment properties was estimated by the Directors based on internal appraisal of market values of comparable properties. The fair values are with Level 3 of the fair value hierarchy. The fair values have been derived using the sales comparison approach. Sales prices of comparable properties in close proximity are adjusted for differences in key attributes such as property size. The most significant input into this valuation approach is price per square foot of comparable property.

There were no transfers between levels during the financial year.

(c) Investment properties pledged to licensed banks as securities for banking facilities granted to the Group are as follows:

	Group	
	31.3.2026	**31.3.2025**
	RM	**RM**
Freehold land	225,000	225,000
Freehold building	665,719	683,973
Leasehold land	1,007,786	1,020,707
Leasehold building	2,321,068	2,376,795
	4,219,573	4,306,475

6. Investments in subsidiaries

	Company	
	31.3.2026	**31.3.2025**
	RM	**RM**
Unquoted shares, at cost	43,655,705	-
Less: Accumulated impairment losses	(264,863)	-
	43,390,842	-

During the financial year, the Company has recognised an impairment loss on its investment in a subsidiary, namely BC Services Sdn. Bhd.. The impairment loss was recognised as the subsidiary is not expected to generate sufficient future cash flows.

The recoverable amount of this investment was estimated based on its fair value less costs of disposal, which is within Level 3 of the fair value hierarchy. The fair value less costs of disposal was estimated based on net asset of its investee and adjusted for the percentage of holding held in the investee by the Company.

6. **Investments in subsidiaries (Cont'd)**

The impairment losses were recognised in administrative expenses in the statements of profit or loss and other comprehensive income.

Details of the subsidiaries are as follows:

Name of company	Place of business/ country of incorporation	Effective ownership interest 31.3.2026 %	31.3.2025 %	Principal activities
Pembinaan Bukit Cheeding Sdn. Bhd. ("PBCSB")	Malaysia	100	-	Provision of utilities engineering solutions, comprising engineering, procurement, construction, commissioning and maintenance of overhead and underground infrastructure, as well as substation engineering services and related activities.
BC Services Sdn. Bhd. ("BSSB")	Malaysia	100	-	Supply of electrical and civil engineering related activities.

(a) **Acquisition of subsidiaries**

The Group has been formed pursuant to the completion of the acquisition of its subsidiaries by the Company prior to the listing and quotation on the ACE Market of Bursa Malaysia Securities Berhad.

The Company entered into a conditional Share Sale Agreement on 5 November 2024 to acquire the entire equity interest in PBCSB for a total purchase consideration of RM42,526,705 to be satisfied by the issuance of 654,256,999 ordinary shares in the Company at an issue price of RM0.065 per share.

The acquisition was completed on 5 August 2025 and consolidated using merger method of accounting. Under the merger method of accounting, the results of this subsidiary is presented as if the merger has taken effect throughout the current and previous financial years.

6. **Investments in subsidiaries (Cont'd)**

(a) **Acquisition of subsidiaries (Cont'd)**

The Company entered into a conditional Share Sale Agreement on 5 November 2024 to acquire the entire equity interest in BSSB for a total purchase consideration of RM1,129,000 to be satisfied via cash.

The following summarises the major classes of consideration transferred, and the recognised amount of assets acquired and liabilities assumed at the date of acquisition:

	Group	
	31.3.2026	**31.3.2025**
	RM	**RM**
Other receivables	300	-
Tax recoverable	85,032	-
Cash and bank balances	806,156	-
Other payables	(11,132)	-
Net identifiable assets acquired	880,356	-
Add: Goodwill on acquisition	248,644	-
Total purchase consideration paid	1,129,000	-
Less: Cash and bank balances acquired	(806,156)	-
Net cash outflow from the acquisition	322,844	-

The acquisition was completed on 5 August 2025 and consolidated using acquisition method of accounting.

(b) **Merger reserve**

The consolidated financial statements have been prepared using the merger method to account for the acquisition of PBCSB. Merger reserve is determined as the difference between the cost of merger and the nominal value of the share capital of the subsidiaries acquired and is recognised in the statements of financial position.

The merger reserve is derived as follows:

	Group	
	31.3.2026	**31.3.2025**
	RM	**RM**
Nominal value of the subsidiaries' share capital	9,500,000	-
Less: Total consideration paid	(42,526,705)	-
Merger deficit	(33,026,705)	-

7. Trade receivables

	Group	
	31.3.2026	31.3.2025
	RM	RM
Trade receivables	11,046,519	3,455,431
Less: Allowance for expected credit losses (“ECL”)	(5,327)	-
	11,041,192	3,455,431
Retention sum	18,906,799	17,771,799
	29,947,991	21,227,230

Trade receivables are non-interest bearing and are generally on 30 day (31.3.2025: 30 day term). They are recognised at their original invoice value which represent their fair values on initial recognition.

Movements in the allowance for ECLs of trade receivables are as follows:

	Group	
	31.3.2026	31.3.2025
	RM	RM
At the beginning of the financial year	-	-
Charge for the financial year	5,327	-
At the end of the financial year	5,327	-

The following tables provide information about the exposure to credit risk and allowance for ECLs for trade receivables and contract assets which are grouped together as they are expected to have similar risk nature:

	Gross amount	ECLs	Net amount
	RM	RM	RM
Group			
31.3.2026			
Not past due	33,040,268	(61,513)	32,978,755
Past due:			
Less than 30 days	1,433,138	(5,327)	1,427,811
	34,473,406	(66,840)	34,406,566

7. **Trade receivables (Cont'd)**

The following tables provide information about the exposure to credit risk and allowance for ECLs for trade receivables and contract assets which are grouped together as they are expected to have similar risk nature: (Cont'd)

	Gross amount RM	**ECLs RM**	**Net amount RM**
Group (Cont'd)			
31.3.2025			
Not past due	30,693,980	-	30,693,980
Past due:			
Less than 30 days	358,721	-	358,721
	31,052,701	-	31,052,701

	Group	
	31.3.2026 RM	**31.3.2025 RM**
Trade receivables	29,947,991	21,227,230
Contract assets (Note 9)	4,458,575	9,825,471
	34,406,566	31,052,701

8. **Other receivables**

	Group		**Company**	
	31.3.2026 RM	**31.3.2025 RM**	**31.3.2026 RM**	**31.3.2025 RM**
Sundry receivables	253,980	-	-	-
Amount due from a subsidiary	-	-	14,958,545	-
Deposits	179,206	141,007	-	-
Prepayments	1,998,480	133,253	-	-
Prepayment for initial public offerring expenses	-	2,160,738	-	2,160,738
	2,431,666	2,434,998	14,958,545	2,160,738

8. **Other receivables (Cont'd)**

(i) The sundry receivable of the Group and the amount due from a subsidiary are unsecured, non-trade in nature, non-interest bearing and repayable on demand.

(ii) Included in sundry receivables of the Group is RM189,160 (31.3.2025: Nil) relating to the surrender value of its investment-linked insurance policies.

9. **Contract assets/(liabilities)**

	Group	
	31.3.2026	**31.3.2025**
	RM	**RM**
At beginning of the financial year	(17,780,272)	3,163,633
Revenue recognised during the financial year	110,690,000	117,682,517
Less: Progress billing issued during the financial year	(106,091,299)	(138,626,422)
Less: ECL	(61,513)	-
At end of the financial year	(13,243,084)	(17,780,272)
Presented as:		
Contract assets	4,458,575	9,825,471
Contract liabilities	(17,701,659)	(27,605,743)
	(13,243,084)	(17,780,272)

The contract assets primarily related to the Group's right to consideration for work completed on contracts but not yet billed as at the reporting date. This balance will be invoiced progressively upon the acceptance of completed works by customers.

The contract liabilities primarily relate to advanced considerations received/receivable from the customers. The amount will be recognised as revenue when the performance obligations are satisfied of which the revenue will be recognised.

The revenue of the Group recognised in the current financial year, which included in the contract liabilities balances at the beginning of the financial year amounted to RM27,605,743 (31.3.2025: RM10,179,437).

The significant decrease in contract assets during the current financial year was mainly due to there was a significant project's work completed but not yet billed as at 31 March 2025.

The significant decrease in contract liabilities during the current financial year was mainly due to two major projects for which higher amounts were billed to customers in advance of the completion of the related work as at 31 March 2025.

9. Contract assets/(liabilities) (Cont'd)

The following table shows the aggregate amount of the transaction price allocated to performance obligations that are unsatisfied (or partially unsatisfied) as at the end of the reporting period:

	Group	
	31.3.2026	31.3.2025
	RM	RM
Construction revenue	164,640,372	127,221,309

Revenue expected to be recognised in the future relating to performance obligations that are unsatisfied (or partially satisfied) at the reporting date:

	Group	
	31.3.2026	31.3.2025
	RM	RM
2026	-	91,404,771
2027	115,248,260	35,816,538
2028	49,392,112	-

10. Fixed deposits with licensed banks

The interest rate of fixed deposits with licensed banks ranged from 1.70% to 3.10% (31.3.2025: 2.10% to 2.80%) per annum. The maturities of fixed deposits with licensed banks ranged from 1 to 12 months (31.3.2025: 1 to 12 months).

The fixed deposits with licensed banks of the Group amounting to RM13,438,386 (31.3.2025: RM6,141,205) are pledged to licensed banks as security for banking facilities granted to the Group.

11. Cash and bank balances

	Group		Company	
	31.3.2026	31.3.2025	31.3.2026	31.3.2025
	RM	RM	RM	RM
Cash on hand	15,868	89,328	1	1
Cash at bank	89,122,197	31,946,715	45,506,259	-
	89,138,065	32,036,043	45,506,260	1

12. Share capital, invested equity and merger reserve

(a) Share capital

	31.3.2026	31.3.2025	31.3.2026	31.3.2025
	Number of ordinary shares		Amount	
	Units	Units	RM	RM
Group				
Issued and fully paid				
At beginning of the financial year	1	-	1	-
Acquisition of a subsidiary	654,256,999	-	42,526,705	-
Issuance of new shares	143,000,000	1	51,480,000	1
Share issuance expenses	-	-	(1,721,000)	-
At end of the financial year	797,257,000	1	92,285,706	1
Company				
Issued and fully paid				
At beginning of the financial year/date of incorporation	1	-	1	-
Acquisition of a subsidiary	654,256,999	-	42,526,705	-
Issuance of new shares	143,000,000	1	51,480,000	1
Share issuance expenses	-	-	(1,721,000)	-
At end of the financial year/period	797,257,000	1	92,285,706	1

12. **Share capital, invested equity and merger reserve (Cont'd)**

(a) Share capital (Cont'd)

On 5 August 2025, the Company increased its issued and paid-up shares capital from RM1 to RM42,526,706 by way of issuance of 654,256,999 new ordinary shares at RM0.065 each for a total consideration of RM42,526,705 for the acquisition of its subsidiary, Pembinaan Bukit Cheeding Sdn. Bhd..

On 7 October 2025, the Company further increased its issued and paid-up share capital from RM42,526,706 to RM94,006,706 by way of the issuance of 143,000,000 new ordinary shares at RM0.36 each for a cash consideration of RM51,480,000 in conjunction with the initial public offering ("IPO") on ACE Market of Bursa Malaysia Securities.

The new ordinary shares issued during the financial year shall rank pari passu in all respect with the existing ordinary shares of the Company.

In the previous financial period, the Company was incorporated with paid-up share capital of RM1 comprising 1 ordinary share that was subscribed as subscriber's share on the date of incorporation.

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings for the Company. All ordinary shares rank equally with regards to the Company's residual assets.

(b) Invested equity

	Group	
	31.3.2026	**31.3.2025**
	RM	**RM**
At beginning of the financial year	9,500,000	9,500,000
Acquisition of a subsidiary	(9,500,000)	-
At end of the financial year	-	9,500,000

Invested equity solely comprised the share capital of Pembinaan Bukit Cheeding Sdn. Bhd.. The amount has been reversed against the merger reserve as disclosed in Note 6(b).

(c) Merger reserve

The merger reserve arises as and when the combination takes place, it comprises the difference between the cost of merger and the nominal value of shares acquired in subsidiary as disclosed in Note 6(b).

13. Borrowings

	Group	
	31.3.2026	31.3.2025
	RM	RM
Secured		
Term loans	1,034,984	729,959
Hire-purchase creditors	-	2,394,274
	1,034,984	3,124,233
Non-current		
Term loans	898,154	675,714
Hire-purchase creditors	-	1,006,146
	898,154	1,681,860
Current		
Term loans	136,830	54,245
Hire-purchase creditors	-	1,388,128
	136,830	1,442,373
	1,034,984	3,124,233

The term loans are secured by the following:

(i) charge over property, plant and equipment of the Group as disclosed in Note 4;
(ii) charge over investment properties of the Group as disclosed in Note 5;
(iii) charge on fixed deposits with licensed banks of the Group as disclosed in Note 10;
(iv) joint and several guarantee by certain Directors of the Company; and
(v) assignment of life insurance policy of a Director of the Company.

Term loan I is repayable by 132 monthly instalments (31.3.2025: 132 monthly instalments) commencing from December 2016. The term loan I was fully repaid and securities were discharged during the financial year.

Term loan II is repayable by 240 monthly instalments (31.3.2025: 240 monthly instalments) commencing from July 2023.

Term loan III is repayable by 240 monthly instalments (31.3.2025: 240 monthly instalments) commencing from July 2023.

Term loan IV is repayable by 120 monthly instalments (31.3.2025: Nil) commencing from September 2025.

13. Borrowings (Cont'd)

Hire-purchase creditors

	Group	
	31.3.2026	31.3.2025
	RM	RM
Hire-purchase creditors are repayable as follows:		
Non-current	-	1,006,146
Current	-	1,388,128
	-	2,394,274

The maturity analysis of hire-purchase creditors at the end of the reporting period is as follows:

	Group	
	31.3.2026	31.3.2025
	RM	RM
Within 1 year	-	1,492,585
Between 1 - 5 years	-	1,035,581
	-	2,528,166
Less: Future finance charges	-	(133,892)
Present value of minimum hire-purchase payments	-	2,394,274

The effective interest rates per annum during the financial year are as follows:

	Group	
	31.3.2026	31.3.2025
	%	%
Term loans	3.85 - 6.64	4.10 - 4.70
Hire-purchase creditors	-	2.00 - 4.36

14. Deferred tax liabilities

	Group	
	31.3.2026	31.3.2025
	RM	RM
At beginning of the financial year	256,000	256,000
Recognised in profit or loss	(188,000)	-
At end of the financial year	68,000	256,000

14. Deferred tax liabilities (Cont'd)

The components of deferred tax liabilities are made up of temporary differences arising from:

	Group	
	31.3.2026	31.3.2025
	RM	RM
Property, plant and equipment	218,000	256,000
Bank balances	(134,000)	-
Provisions	(16,000)	-
	68,000	256,000

15. Lease liabilities

Set out below are the carrying amounts of lease liabilities and the movements during the financial year:

	Group	
	31.3.2026	31.3.2025
	RM	RM
At beginning of the financial year	5,738	166,434
Accretion of interest	112	3,747
Payments	(5,850)	(64,648)
Early termination of lease contracts	-	(99,795)
At end of the financial year	-	5,738
Current	-	5,738

The Group leases hostel (31.3.2025: hostels and offices). Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

16. Trade payables

The normal trade credit terms granted to the Group is cash term to 90 days (31.3.2025: cash term to 90 days) depending on the term of the contracts.

17. Other payables

	Group		Company	
	31.3.2026 RM	31.3.2025 RM	31.3.2026 RM	31.3.2025 RM
Sundry payables	1,291,958	276,607	1,130,587	-
Amount due to a subsidiary	-	-	-	2,160,738
Accruals	2,818,322	490,405	26,000	3,000
Dividend payable	-	6,500,000	-	-
Goods and Services Tax ("GST") payable	16,755	16,755	-	-
Sales and Service Tax ("SST") payable	239,848	-	-	-
	4,366,883	7,283,767	1,156,587	2,163,738

Included in non-trade payables for the Group and for the Company were amount of RM1,129,000 (31.3.2025: Nil) due to Directors of a subsidiary. The amount is unsecured, non-trade in nature, non-interest bearing and repayable on demand.

18. Revenue

	Group		Company	
	1.4.2025 to 31.3.2026 RM	1.4.2024 to 31.3.2025 RM	1.4.2025 to 31.3.2026 RM	11.9.2024 to 31.3.2025 RM
Revenue from contracts with customers:				
Project contract works	110,065,712	115,735,597	-	-
Maintenance services	624,288	1,946,920	-	-
	110,690,000	117,682,517	-	-
Revenue from other source:				
Dividend income	-	-	14,009,004	-
Total revenue	110,690,000	117,682,517	14,009,004	-
Timing of revenue recognition:				
Over time	110,690,000	117,682,517	-	-

18. **Revenue (Cont'd)**

	Group		Company	
	1.4.2025 to 31.3.2026 RM	**1.4.2024 to 31.3.2025 RM**	**1.4.2025 to 31.3.2026 RM**	**11.9.2024 to 31.3.2025 RM**
Geographical market:				
Malaysia	110,690,000	117,682,517	-	-

19. **Finance costs**

	Group	
	1.4.2025 to 31.3.2026 RM	**1.4.2024 to 31.3.2025 RM**
Interest expenses on lease liabilities	112	3,747
Interest expenses on term loans	39,800	31,762
Interest expenses on hire purchase	114,970	181,809
	154,882	217,318

20. **Profit/(Loss) before tax**

	Group		Company	
	1.4.2025 to 31.3.2026 RM	**1.4.2024 to 31.3.2025 RM**	**1.4.2025 to 31.3.2026 RM**	**11.9.2024 to 31.3.2025 RM**
Auditors' remuneration:				
- audit fee	91,000	58,000	25,000	2,000
- others	5,000	-	5,000	-
Allowance for expected credit losses on:				
- contract assets	61,513	-	-	-
- trade receivables	5,327	-	-	-
Depreciation of property, plant and equipment	1,981,597	1,744,017	-	-

20. Profit/(Loss) before tax (Cont'd)

	Group		Company	
	1.4.2025 to 31.3.2026 RM	**1.4.2024 to 31.3.2025 RM**	**1.4.2025 to 31.3.2026 RM**	**11.9.2024 to 31.3.2025 RM**
Depreciation of investment properties	174,210	174,210	-	-
Gain on disposal of property, plant and equipment	(11,999)	-	-	-
Gain on early termination of lease contract	-	(3,943)	-	-
Impairment of goodwill	248,644	-	-	-
Impairment of investment in a subsidiary	-	-	264,863	-
Initial public offering expenses	3,737,069	-	3,737,069	-
Interest income	(1,576,751)	(569,544)	(657,276)	-
Unrealised loss on foreign exchange	557,035	-	358	-
Fair value gain on surrender value of insurance policy	(189,160)	-	-	-
Rental income	(161,200)	(175,600)	-	-
Lease expenses relating to:				
- Short-term leases (a)	320,797	157,019	-	-
- Low value assets (a)	3,101	3,650	-	-

(a) The Group leases various hostels and photocopy machines with contract terms of not more than one year or with value not more than RM20,000. These leases are short-term or low value item. The Group have elected not to recognise ROU assets and lease liabilities for these leases.

21. Taxation

	Group		Company	
	1.4.2025 to 31.3.2026 RM	**1.4.2024 to 31.3.2025 RM**	**1.4.2025 to 31.3.2026 RM**	**11.9.2024 to 31.3.2025 RM**
Tax expenses recognised in profit or loss				
Current tax				
Current financial year provision	13,018,323	8,678,374	-	-
Over provision in prior financial years	(77,959)	(57,557)	-	-
	12,940,364	8,620,817	-	-
Deferred tax				
Reversal of temporary differences	(183,000)	-	-	-
Over provision in prior financial years	(5,000)	-	-	-
	(188,000)	-	-	-
	12,752,364	8,620,817	-	-

21. **Taxation (Cont'd)**

A reconciliation of income tax expenses applicable to profit/(loss) before tax at the statutory income tax rate to income tax expenses at the effective income tax of the Group and of the Company are as follows:

	Group		**Company**	
	1.4.2025 to 31.3.2026 RM	**1.4.2024 to 31.3.2025 RM**	**1.4.2025 to 31.3.2026 RM**	**11.9.2024 to 31.3.2025 RM**
Profit/(Loss) before tax	48,022,727	34,967,413	10,416,354	(3,000)
At Malaysian statutory tax rate of 24% (31.3.2025: 24%)	11,525,454	8,392,179	2,499,925	(720)
Non-taxable income	-	-	(3,362,161)	-
Expenses not deductible for tax purposes	1,309,869	286,195	862,236	720
Over provision of current tax in prior financial years	(77,959)	(57,557)	-	-
Over provision of deferred tax in prior financial years	(5,000)	-	-	-
	12,752,364	8,620,817	-	-

22. **Earnings per share**

Basic earnings per share

The basic earnings per share is calculated based on the consolidated profit for the financial year attributable to the owners of the Company and the number of issued shares upon listed on the ACE Market of Bursa Securities as follows:

	Group	
	1.4.2025 to 31.3.2026	**1.4.2024 to 31.3.2025**
Profit attributable to owners of the Group (RM)	35,270,363	26,346,596

22. Earnings per share (Cont'd)

Basic earnings per share (Cont'd)

The basic earnings per share is calculated based on the consolidated profit for the financial year attributable to the owners of the Company and the number of issued shares upon listed on the ACE Market of Bursa Securities as follows: (Cont'd)

	Group	
	1.4.2025 to 31.3.2026	**1.4.2024 to 31.3.2025**
Number of ordinary shares (unit)	797,257,000	797,257,000
Basic earnings per share (sen)	4.42	3.30

Diluted earnings per share

The Group has no dilution in its earnings per ordinary share as there are no diluted potential ordinary shares. There have been no other transactions involving ordinary shares or potential ordinary shares outstanding as at the end of the reporting period.

23. Dividends

	Group	
	31.3.2026	**31.3.2025**
	RM	**RM**
Dividends recognised as distribution to owners of the Group:		
First interim single-tier dividend of approximately RM1.05 per ordinary share in respect of the financial year ended 31 March 2025 declared on 3 May 2024 and paid on 15 May 2024	-	10,000,000
Second interim single-tier dividend of approximately RM0.68 per ordinary share in respect of the financial year ended 31 March 2025 declared on 12 November 2024 and paid on 23 April 2025	-	6,500,000
Third interim single-tier dividend of approximately RM0.21 per ordinary share in respect of the financial year ended 31 March 2025 declared on 26 December 2024 and paid on 27 December 2024	-	2,000,000
	-	18,500,000

23. Dividends (Cont'd)

The Board of Directors do not recommend the payment of any final dividend in respect of the current financial year.

24. Reconciliation of liabilities arising from financing activities

	At 1.4.2025 RM	Drawdown RM	Repayment RM	Early termination RM	At 31.3.2026 RM
Group					
Lease liabilities	5,738	-	(5,738)	-	-
Term loans	729,959	483,683	(178,658)	-	1,034,984
Hire-purchase creditors	2,394,274	-	(2,394,274)	-	-
	3,129,971	483,683	(2,578,670)	-	1,034,984

	At 1.4.2024 RM	Drawdown RM	Repayment RM	Early termination RM	At 31.3.2025 RM
Group					
Lease liabilities	166,434	-	(60,901)	(99,795)	5,738
Term loans	780,068	-	(50,109)	-	729,959
Hire-purchase creditors	3,342,259	416,000	(1,363,985)	-	2,394,274
	4,288,761	416,000	(1,474,995)	(99,795)	3,129,971

25. Staff costs

	Group		Company	
	1.4.2025 to 31.3.2026 RM	1.4.2024 to 31.3.2025 RM	1.4.2025 to 31.3.2026 RM	11.9.2024 to 31.3.2025 RM
Salaries and other emoluments	6,417,969	6,624,743	129,000	-
Defined contribution plan	856,207	927,389	-	-
Social security contributions	21,220	55,007	-	-
Other benefits	83,471	87,921	-	-
	7,378,867	7,695,060	129,000	-

Included in employee benefits expense of the Group and the Company are executive directors' remuneration amounting to RM2,541,686 and Nil (31.3.2025: RM2,146,627 and Nil) respectively.

26. Related party disclosures

(a) Identifying related parties

For the purposes of these financial statements, parties are considered to be related to the Group and the Company if the Group and the Company have the ability, directly or indirectly, to control or joint control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the Company and the party are subject to common control. Related parties may be individuals or other entities.

Related parties also include key management personnel defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group and of the Company either directly or indirectly.

(b) Significant related party transactions

Related party transactions have been entered into in the normal course of business under negotiated terms. In addition to the related party balances disclosed in elsewhere in the financial statements, significant related party transactions of the Group and of the Company are as follows:

	Group		**Company**	
	1.4.2025 to 31.3.2026	**1.4.2024 to 31.3.2025**	**1.4.2025 to 31.3.2026**	**11.9.2024 to 31.3.2025**
	RM	**RM**	**RM**	**RM**
Transactions with a Director				
- Sale of property, plant and equipment	-	1,831,980	-	-
- Rental paid	-	8,000	-	-
- Rental income	(66,000)	(66,000)	-	-
Transactions with Directors and their close family members				
- Rental income	-	(10,400)	-	-
Transactions with a subsidiary				
- Dividend income	-	-	(14,009,004)	-

26. **Related party disclosures (Cont'd)**

(c) Compensation of key management personnel

Compensation of key management personnel are as follows:

	Group		Company	
	1.4.2025 to 31.3.2026 RM	**1.4.2024 to 31.3.2025 RM**	**1.4.2025 to 31.3.2026 RM**	**11.9.2024 to 31.3.2025 RM**
Executive Directors:				
Salaries and other emoluments	2,293,643	1,815,131	-	-
Defined contribution plan	245,900	329,100	-	-
Social security contributions	2,143	2,396	-	-
	2,541,686	2,146,627	-	-
Non-Executive Directors:				
Director fees	102,000	-	102,000	-
Other emoluments	27,000	-	27,000	-
	2,670,686	2,146,627	129,000	-
Other key management personnel:				
Salaries, and other emoluments	1,870,940	1,532,296	-	-
Defined contribution plan	348,980	294,324	-	-
Social security contributions	3,854	3,441	-	-
	2,223,774	1,830,061	-	-
	4,894,460	3,976,688	129,000	-

27. **Segment information**

(a) Business segments

For management purposes, the Group are predominantly involved in provision of utilities engineering solutions, comprising engineering, procurement, construction, commissioning and maintenance of overhead and underground infrastructure, as well as substation engineering services and related activities.

27. Segment information (Cont'd)

(a) Business segments (Cont'd)

Management monitors the operating results of its business units separately for the purpose of making decisions about resources allocation and performance assessment. Segment performance is evaluated based on profit or loss and is measured consistently with profit or loss in the Group's financial statements.

Information about operating segments has not been reported separately as the Groups' revenue, profit or loss, assets and liabilities are mainly confined to a single operating segment.

(b) Geographic information

No disclosure on geographical segment information as the Group predominantly operates in Malaysia.

(c) Major customers

The Group has customers base mainly consists of corporations. There was 1 (31.3.2025: 1) customer that contributed to RM110,065,712 (31.3.2025: RM115,735,597) of the Groups' total revenue.

28. Financial instruments

(a) Categories of financial instruments

Financial assets and financial liabilities are measured on an ongoing basis at amortised cost.

The following table analyses the financial assets and financial liabilities in the statements of financial position by the categories of financial instruments to which they are assigned, and therefore by the measurement basis:

	Group		**Company**	
	31.3.2026	**31.3.2025**	**31.3.2026**	**31.3.2025**
	RM	**RM**	**RM**	**RM**
At FVTPL				
Financial asset				
Other receivables	189,160	-	-	-

28. **Financial instruments (Cont'd)**

(a) Categories of financial instruments (Cont'd)

The following table analyses the financial assets and financial liabilities in the statements of financial position by the categories of financial instruments to which they are assigned, and therefore by the measurement basis: (Cont'd)

	Group		**Company**	
	31.3.2026	**31.3.2025**	**31.3.2026**	**31.3.2025**
	RM	**RM**	**RM**	**RM**
At amortised cost				
Financial assets				
Trade receivables	29,947,991	21,227,230	-	-
Other receivables	244,026	141,007	14,958,545	-
Fixed deposits with licensed banks	15,571,956	9,276,436	-	-
Cash and bank balances	89,138,065	32,036,043	45,506,260	1
	134,902,038	62,680,716	60,464,805	1
At amortised cost				
Financial liabilities				
Borrowings	1,034,984	3,124,233	-	-
Trade payables	2,072,054	4,878,073	-	-
Other payables	4,110,280	7,267,012	1,156,587	2,163,738
	7,217,318	15,269,318	1,156,587	2,163,738

(b) Financial risk management objectives and policies

The Group's and the Company's financial risk management policy is to ensure that adequate financial resources are available for the development of the Group's and the Company's operations whilst managing their credit, liquidity and market risks. The Group and the Company operate within clearly defined guidelines that are approved by the Board and the Group's and the Company's policy is not to engage in speculative transactions.

28. **Financial instruments (Cont'd)**

(b) Financial risk management objectives and policies (Cont'd)

The following sections provide details regarding the Group's and the Company's exposure to the abovementioned financial risk and the objectives, policies and processes for the management of these risks.

(i) Credit risk

Credit risk is the risk of a financial loss to the Group and the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from their trade receivables, other receivables, fixed deposits with licensed banks and cash and bank balances. The Company's exposure to credit risk arises principally from other receivables and cash and bank balances. There are no significant changes as compared to previous financial year.

Trade receivables and contract assets

The Group has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Normally credit evaluations are performed on customers requiring credit over a certain amount.

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of different type of customer segments with similar loss patterns. The calculation reflects the supportable information that is available at the reporting date about past events and current conditions.

At each reporting date, the Group assesses whether any of the trade receivables and contract assets are credit impaired.

The gross carrying amounts of credit impaired trade receivables and contracts assets are written off (either partially or full) when there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. Nevertheless, trade receivables and contract assets that are written off could still be subject to enforcement activities.

There are no significant changes as compared to previous financial year.

Credit risk concentration

As at the end of the financial year, the Group has 1 major customer (31.3.2025: 1) accounted for approximately 99% (31.3.2025: 99%) of trade receivables outstanding.

28. **Financial instruments (Cont'd)**

(b) Financial risk management objectives and policies (Cont'd)

(i) Credit risk (Cont'd)

Cash and bank balances and fixed deposits with licensed banks

The cash and bank balances and fixed deposits with licensed banks are held with banks and financial institutions.

These banks and financial institutions have low credit risks. In addition, some of the bank balances are insured by government agencies. Consequently, the Group and the Company are of the view that the loss allowance is not material and hence, it is not provided for.

Exposure to credit risks

At the reporting date, the Group's and the Company's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

(ii) Liquidity risk

Liquidity risk refers to the risk that the Group and the Company will encounter difficulty in meeting their financial obligations when they fall due. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Group's and the Company's funding requirements and liquidity risk are managed with the objective of meeting business obligations on a timely basis. The Group and the Company finance their liquidity through internally generated cash flows and minimises liquidity risk by keeping committed credit lines available.

28. **Financial instruments (Cont'd)**

(b) Financial risk management objectives and policies (Cont'd)

(ii) Liquidity risk (Cont'd)

The following table analyses the remaining contractual maturity for non-derivative financial liabilities. The tables have been drawn up based on the contractual undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay.

	On demand or within 1 year RM	1 to 5 years RM	More than 5 years RM	Total contractual cash flows RM	Total carrying amount RM
Group					
31.3.2026					
Non-derivative financial liabilities					
Borrowings	185,328	545,897	588,810	1,320,035	1,034,984
Trade payables	2,072,054	-	-	2,072,054	2,072,054
Other payables	4,110,280	-	-	4,110,280	4,110,280
	6,367,662	545,897	588,810	7,502,369	7,217,318
31.3.2025					
Non-derivative financial liabilities					
Lease liabilities	5,850	-	-	5,850	5,738
Borrowings	1,576,357	1,305,152	661,456	3,542,965	3,124,233
Trade payables	4,878,073	-	-	4,878,073	4,878,073
Other payables	7,267,012	-	-	7,267,012	7,267,012
	13,727,292	1,305,152	661,456	15,693,900	15,275,056

28. **Financial instruments (Cont'd)**

(b) Financial risk management objectives and policies (Cont'd)

(ii) Liquidity risk (Cont'd)

The following table analyses the remaining contractual maturity for non-derivative financial liabilities. The tables have been drawn up based on the contractual undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay. (Cont'd)

	On demand or within 1 year RM	**Total contractual cash flows RM**	**Total carrying amount RM**
Company			
31.3.2026			
Non-derivative financial liabilities			
Other payables	1,156,587	1,156,587	1,156,587
31.3.2025			
Non-derivative financial liabilities			
Other payables	2,163,738	2,163,738	2,163,738

(iii) Market risk

(a) Foreign currency risk

The Group and the Company are exposed to foreign currency risk on transactions that are denominated in currencies other than the respective functional currency of the Group and of the Company. The currency giving rise to this risk solely in United State Dollar ("USD").

The Group and the Company have not entered into any derivative instruments for hedging or trading purposes. However, the exposure to foreign currency risk is monitored from time to time by management. The Group's and the Company's foreign exchange exposures in transactional currencies are kept to a minimal level.

The Group and the Company also hold cash and cash equivalents denominated in foreign currencies for working capital purposes. At the reporting date, such foreign currency balances mainly in USD.

28. **Financial instruments (Cont'd)**

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market risk (Cont'd)

(a) Foreign currency risk (Cont'd)

The carrying amounts of the Group's and the Company's foreign currency denominated financial asset for the financial year are as follows:

	Group		**Company**	
	31.3.2026	**31.3.2025**	**31.3.2026**	**31.3.2025**
	RM	**RM**	**RM**	**RM**
Financial asset				
Cash and bank balances	11,807,744	190	4,682	-

Foreign currency sensitivity analysis

The following table demonstrates the sensitivity of the Group's and the Company's profit before tax for the financial year to a reasonably possible change in USD exchanges rate against the functional currency of the Group and the Company, with all other variables held constant.

		Group Effect on profit before tax	
	Change in currency rate	**31.3.2026**	**31.3.2025**
		RM	**RM**
USD	Strengthend 1%	118,077	2
	Weakend 1%	(118,077)	(2)

		Company Effect on profit before tax	
	Change in currency rate	**31.3.2026**	**31.3.2025**
		RM	**RM**
USD	Strengthend 1%	47	-
	Weakend 1%	(47)	-

28. **Financial instruments (Cont'd)**

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market risk (Cont'd)

(b) Interest rate risk

The Group's fixed rate fixed deposits with licensed banks and borrowings are exposed to a risk of change in their fair value due to changes in interest rates. The Company's variable rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates.

The Group manages the interest rate risk of its deposits with licensed financial institutions by placing them at the most competitive interest rates obtainable, which yield better returns than cash at bank and maintaining a prudent mix of short and long-term deposits.

The Group manages its interest rate risk exposure from interest bearing borrowings by obtaining financing with the most favourable interest rates in the market. The Group constantly monitors its interest rate risk by reviewing its debts portfolio to ensure favourable rates of these financial instruments and insignificant impact of discounting are obtained. The Group does not utilise interest swap contracts or other derivative instruments for trading or speculative purposes.

The interest rate profile of the Group's significant interest-bearing financial instruments, based on carrying amounts as at the end of the reporting period was:

	Group	
	31.3.2026	**31.3.2025**
	RM	**RM**
Fixed rate instruments		
Financial asset		
Fixed deposits with licensed banks	15,571,956	9,276,436
Financial liabilities		
Hire-purchase creditors	-	(2,394,274)
Net financial asset	15,571,956	6,882,162
Floating rate instrument		
Financial liability		
Term loans	(1,034,984)	(729,959)

28. **Financial instruments (Cont'd)**

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market risk (Cont'd)

(b) Interest rate risk (Cont'd)

Fair value sensitivity analysis for fixed rate instruments

The Group does not account for any fixed rate financial assets and liabilities at fair value through profit or loss. Therefore, a change in interest rates at the end of the reporting period would not affect profit or loss.

Cash flow sensitivity analysis for floating rate instruments

A change in 1% interest rate at the end of the reporting period would have increased/(decreased) the Group's profit before tax by RM10,350 (31.3.2025: RM7,300) respectively, arising mainly as a result of lower/higher interest expense on floating rate term loans. This analysis assumes that all other variables remain constant. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.

(c) Fair value of financial instruments

The carrying amounts of short-term receivables (excluding other receivables carried at FVTPL) and payables, cash and bank balances, fixed deposits with licensed banks and short-term borrowings approximate their fair value due to the relatively short-term nature of these financial instruments and insignificant impact of discounting.

The fair value of other receivable carried at FVTPL is determined based on the non-guaranteed surrender value provided by the insurer at the reporting date. The surrender value fluctuates in line with the performance of the investment-linked portion of the policy and represents the amount payable to the policyholder upon early termination. As the valuation relies on observable inputs from the insurer but is not derived from quoted prices in active markets, the surrender value is classified within Level 2 of the fair value hierarchy.

The carrying amount of long-term floating rate loans approximate their fair value as the loans will be re-priced to market interest rate on or near reporting date.

28. Financial instruments (Cont'd)

(c) Fair value of financial instruments (Cont'd)

Fair value measurement

The following table provides the fair value measurement hierarchy of the Group's financial assets as follows:

	Date of valuation	Total	Fair value measurement using: Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
	RM	RM	RM	RM	RM
Group					
31.3.2026					
Financial asset					
Other receivables	31 March 2026	189,160	-	189,160	-

There were no transfers between levels during the current and previous financial years.

29. Capital commitment

	Group 31.3.2026	Group 31.3.2025
	RM	RM
Contracted but not provided for:		
- Renovation	-	496,758

30. Capital management

The primary objective of the Group's and the Company's capital management is to ensure that they maintain a strong credit rating and healthy capital ratio in order to support its business and maximise shareholders' value. For the purpose of the Group's and Company's capital management, capital includes share capital, and all equity reserves attributable to the owners of the Company. No changes were made in the objectives, policies or processes during the financial years ended 31 March 2026 and 31 March 2025.

31. Subsequent event after the reporting period

An interim single-tier dividend of RM0.0113 per ordinary share in respect of the financial year ended 31 March 2026, amounting to RM9,009,004, was declared on 6 April 2026 and paid on 30 April 2026.

32. Date of authorisation for issue

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors on 23 July 2026.

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CHEEDING HOLDINGS BERHAD
202401038246 (1584093-K)
(Incorporated in Malaysia)

PROXY FORM

(Before completing this form please refer to the notes below)

No. of shares held	**:**	
CDS Account No.	**:**	

I/We * ______________________________ NRIC/Passport/Registration No.* ____________________
(Full name in block)

of ____
(Address)

with email address ______________________________ mobile phone no. ____________________

being a member/members* of **CHEEDING HOLDINGS BERHAD** ("the Company") hereby appoint(s):-

Full Name (in Block)	**NRIC/Passport No.**	**Proportion of Shareholdings**	
		No. of Shares	**%**
Address			
Email Address			
Mobile Phone No.			

and/or*

Full Name (in Block)	**NRIC/Passport No.**	**Proportion of Shareholdings**	
		No. of Shares	**%**
Address			
Email Address			
Mobile Phone No.			

or failing him/her*, the Chairman of the Meeting as my/our* proxy to vote for me/us* on my/our* behalf at the Second Annual General Meeting ("2nd AGM") of the Company to be held at The Saujana Hotel Kuala Lumpur, Zamrud Hall, Saujana Resort, Jalan Lapangan Terbang SAAS, 40150 Shah Alam, Selangor Darul Ehsan on Tuesday, 29 September 2026 at 10:30 a.m. or at any adjournment thereof.

Please indicate with an "X" in the appropriate spaces how you wish your votes to be cast. If no specific direction as to vote is given, the Proxy will vote or abstain from voting at his/her* discretion.

No.	Ordinary Resolutions	For	Against
1.	To approve the payment of Directors' fees and benefits of up to RM320,000.00 for the period from the date immediately after the 2nd AGM" until the next Annual General Meeting of the Company.		
2.	To re-elect Ng Chai Hsia who retires pursuant to Clause 91 of the Company's Constitution.		
3.	To re-elect Poh Zuan Yin who retires pursuant to Clause 91 of the Company's Constitution.		
4.	To re-appoint TGS TW PLT as Auditors of the Company.		
5.	To approve the general authority for the Directors to issue and allot shares pursuant to Sections 75 and 76 of the Companies Act 2016.		

Dated this ____________ day of ______________ 2026

Signature of Member(s) / Common Seal

**delete whichever is not applicable*

<u>Notes:</u>

a) A member who is entitled to present, participate, speak and vote at the Meeting shall be entitled to appoint more than one (1) proxy to attend and vote at the Meeting in his/her stead. Where a member appoints more than one (1) proxy, he/she shall specify the proportion of his/her shareholdings to be represented by each proxy.

b) A proxy may, but need not be a member of the Company. A member may appoint any person to be his proxy. A proxy appointed to attend and vote at the Meeting shall have the same rights as the member to speak and vote at the Meeting.

c) The instrument appointing a proxy shall be in writing signed by the appointor or his attorney duly authorised in writing, or if the appointor is a corporation, either under the corporation's common seal or signed by an officer or attorney duly authorised.

d) Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.

e) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. The appointment of multiple proxies shall not be valid unless the proportion of its shareholdings represented by each proxy is specified.

f) For the purpose of determining a member who shall be entitled to attend the Meeting, the Company will be requesting Bursa Malaysia Depository Sdn. Bhd. in accordance with Clause 65(b) of the Company's Constitution to issue a General Meeting Record of Depositors as at 21 September 2026. Only members whose names appear in the General Meeting Record of Depositors as at 21 September 2026 shall be regarded as members and entitled to attend, speak and vote at the Meeting.

g) To be valid, the instrument appointing a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time for holding the Meeting or adjourned meeting:-

   (i) <u>In hardcopy form</u>

   In the case of an appointment made in hardcopy form, the proxy form must be deposited at the Company's Share Registrars, Boardroom Share Registrars Sdn. Bhd. at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

   (ii) <u>By Electronic Form</u>

   The proxy form can be electronically lodged via the Boardroom Smart Investor Portal at https://investor.boardroomlimited.com. Please refer to the Administrative Guide on the procedures for electronic lodgement of proxy forms via the Boardroom Smart Investor Portal. To be valid, the instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority shall be deposited at the office of the Share Registrar situated at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia not less than forty-eight (48) hours before the time for holding the Meeting or adjourned Meeting at which the person named in the instrument proposes to vote.

h) All the resolutions set out in this Notice of Meeting will be put to vote by poll.

i) Kindly check Bursa Securities' website and the Company's website at https://www.cheeding.com/ for the latest updates on the status of the Meeting.

CHEEDING HOLDINGS

CHEEDING HOLDINGS BERHAD

202401038246 (1584093-K)

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www.cheeding.com