DBS Bank Ltd. and UBS AG, Singapore Branch are the joint issue managers (the "**Joint Issue Managers**") for the initial public offering of shares in, and listing of, the Company on the Mainboard of the Singapore Exchange Securities Trading Limited. The Joint Issue Managers assume no responsibility for the contents of this announcement.

MEMBERS' VOLUNTARY LIQUIDATION OF DORMANT INDIRECT WHOLLY-OWNED SUBSIDIARIES

JustCo Holdings Limited (the "**Company**", and together with its subsidiaries, the "**Group**") wishes to announce that JustCo Management Consultancy L.L.C. and JustCo Arabia Company, dormant indirect wholly-owned subsidiaries of the Company incorporated in the United Arab Emirates and the Kingdom of Saudi Arabia respectively, have been placed under members' voluntary liquidation.

The liquidations are not expected to have any material impact on the financial position or results of the Group for the financial year ending 31 December 2026.

None of the Directors or controlling shareholders of the Company has any interest, direct or indirect, in the liquidations, other than through their respective shareholdings (if any) in the Company.

By Order of the Board

Lee Hui Yeow
Chief Financial Officer

12 November 2026