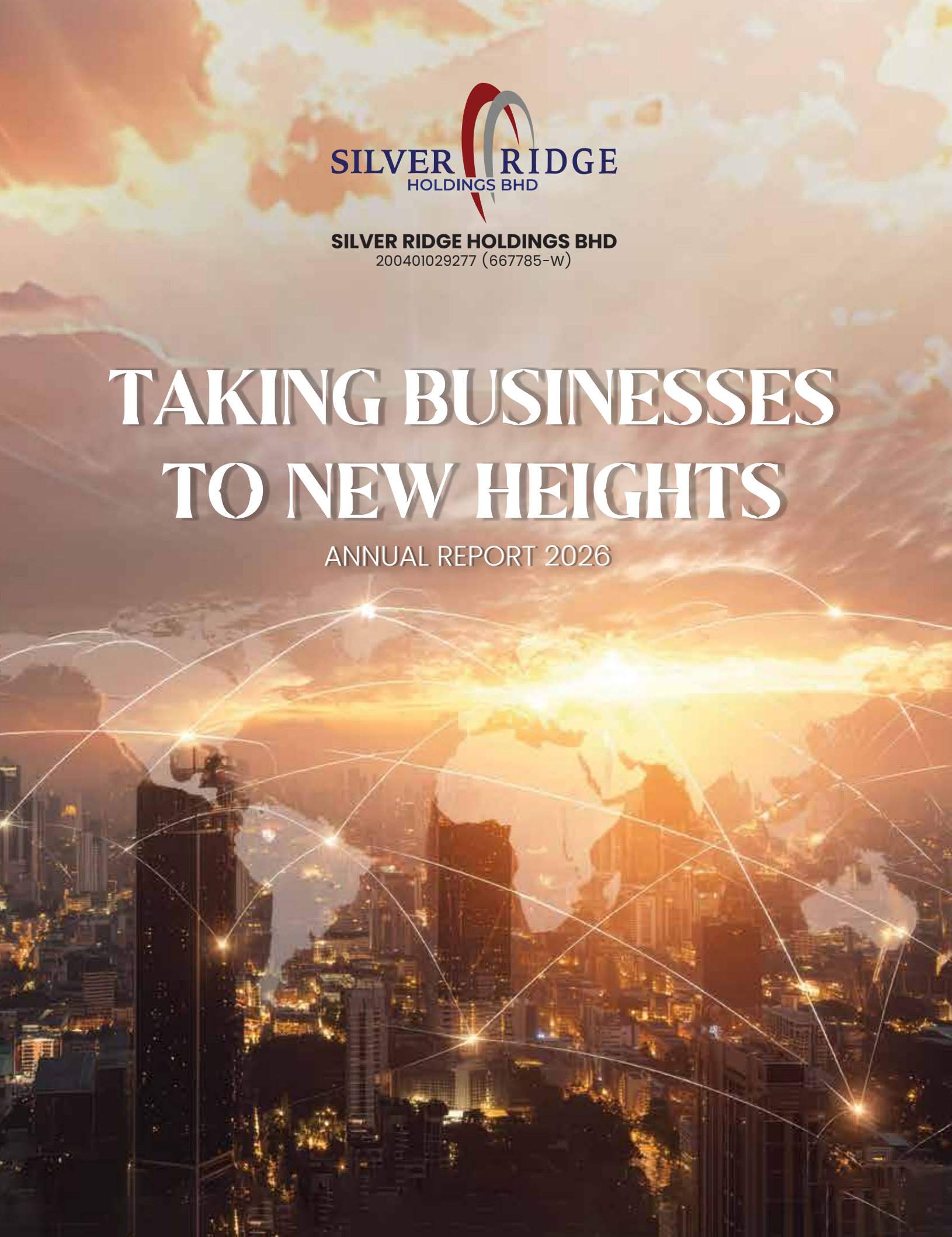
SILVER RIDGE HOLDINGS BHD

SILVER RIDGE HOLDINGS BHD
200401029277 (667785-W)

TAKING BUSINESSES TO NEW HEIGHTS

ANNUAL REPORT 2026



This annual report is available on the web at

www.silverridge.com.my

or

http://www.silverridge.com.my/annual-reports/

or

you can scan here to download.

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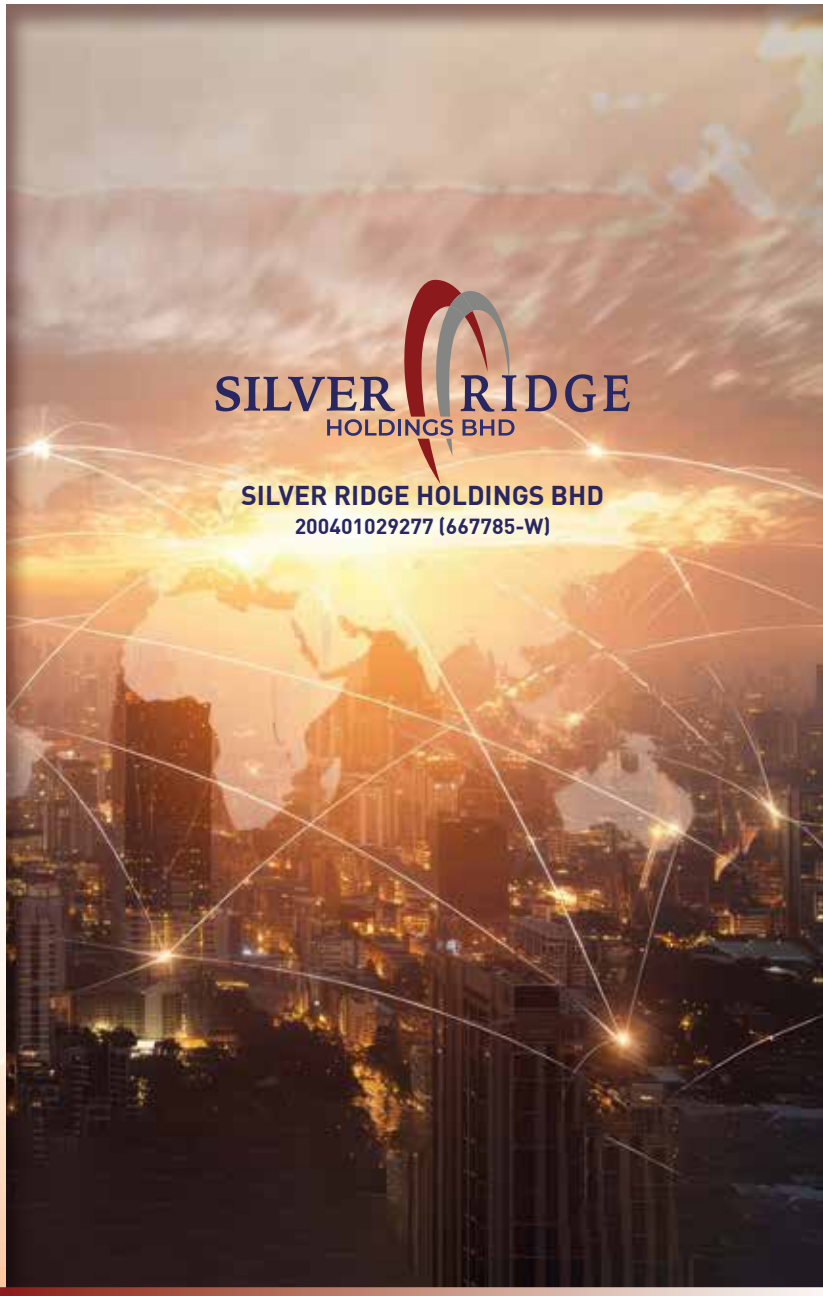


COMPANY OVERVIEW

The Group and the Company ("Silver Ridge") specialise in providing Telecommunication Infrastructure installation, testing and management services. With 30 years of experience in the industry, it has completed several turnkey projects and assisted local carriers in deploying epoch defining data services across Peninsular Malaysia and Borneo.

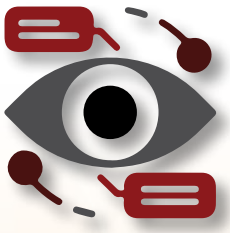
Silver Ridge has grown over the years, expanding its range of services to include design, installation and testing of cellular system, network optimisation, providing Advanced Metering Infrastructure (AMI) solutions and telecommunication-related software solutions.

Silver Ridge headquarters is found in Kuala Lumpur with regional offices set in strategic locations acting as distribution centres for equipment, enabling swift response to support requests. Silver Ridge employs over 71 staff, of which 80% are qualified Engineers, IT Professionals, and skilled Technical Personnel specialising in telecommunication- related services.

CORE VALUES

OUR VISION

Silver Ridge is a mission-focused company; our teams strive for excellence in the development and deployment of NEXT-GENERATION TELECOMMUNICATIONS SOLUTIONS both in the South-East Asia region and around the world.



OUR MISSION

To build upon Silver Ridge's core expertise in telecommunications and its association with multinational telecommunication partners to create a local environment that promotes creativity, structured thinking, and the establishment of best practices for delivery in the area of Next-Generation Telecommunication Solution (NGTS).

CORE VALUES

In order to realise its vision, Silver Ridge's management strongly believes that it has to expand its business activities through appropriate and effective strategies to steer the Company towards the right direction in the telecommunications industry. The strategies adopted by the Company are to optimise its current technology capabilities, retain employees' and stakeholders' confidence, increase revenue growth through market expansion, product expansion and improvement in processes plus technology upgrade along the value chain.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Y.A.M Tengku Shahrain Shah Bin Tengku Sulaiman Shah
Chairman / Independent Non- Executive Director

Vincent Gan Kean Cheang
Group Managing Director
(Re-designated on 30.06.2026)

Mohd Fais Bin Mohd Hamdan
Executive Director
(Appointed on 30 June 2026)

James Koh Siaw Heong
Independent Non-Executive Director
(Appointed on 16 July 2026)

Lim Soo Zee
Independent Non-Executive Director
(Appointed on 16 July 2026)

Tan Kok Chin
Non-Independent Non-Executive Director
(Appointed on 16 July 2026)

Nigel Law Hun Chuen
Non-Independent Non-Executive Director
(Appointed on 16 July 2026)

Neo Chen Yee
Independent Non-Executive Director

Dato' Khoo Yik Chou
Group Managing Director
(Resigned on 26.06.2026)

Syauqat Bin Dato' Mohd Suhaimi
Deputy Group Managing Director
(Resigned on 26.06.2026)

Syakur Bin Dato' Mohd Suhaimi
Executive Director
(Resigned on 26.06.2026)

Loh Seong Yew
Independent Non-Executive Director
(Resigned on 15.07.2026)

Poh Shing Huoy
Independent Non-Executive Director
(Resigned on 15.07.2026)

Adel Raiyan Bin Razali
Independent Non-Executive Director
(Resigned on 16.07.2026)

Dr. Ong Chin Yee
Independent Non-Executive Director
(Appointed on 16 July 2026)
(Demised on 17 September 2026)

AUDIT AND RISK MANAGEMENT COMMITTEE

James Koh Siaw Heong | *Chairman*

Lim Soo Zee | *Member*

NOMINATION COMMITTEE

James Koh Siaw Heong | *Member*

Lim Soo Zee | *Member*

REMUNERATION COMMITTEE

Lim Soo Zee | *Chairman*

James Koh Siaw Heong | *Member*

REGISTRAR

Boardroom Share Registrars Sdn. Bhd.
(Company No. 199601006647 (378993-D)
11th & 12th Floor, Menara Symphony, No. 5,
Jalan Professor Khoo Kay Kim, Seksyen 13,
46200 Petaling Jaya,
Selangor Darul Ehsan.
Tel. : 03-7890 4800
Fax. : 03-7890 4680

CORPORATE OFFICE

Unit 20-01, Level 20,
Menara K1, Lorong 3/137C,
Off Jalan Klang Lama,
58000 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Malaysia
Tel. : 03-2181 0985
Fax.: -
Email : corporate@silverridge.com.my

COMPANY SECRETARY

Lim Seck Wah
MAICSA NO. : 0799845
SSM PC NO. : 202008000054

Yuhasheny A/P Supramaniam
MAICSA No. 7068535
SSM PC No. 202308000781

REGISTERED OFFICE

Level 15-2,
Bangunan Faber Imperial Court,
Jalan Sultan Ismail, 50250 Kuala Lumpur.
Tel. : 03 – 26924271
Fax.: 03 – 27325388

AUDITORS

Ong & Wong [AF 0241]
Unit C-20-5, Block C, 20th Floor, Megan Avenue II, 12, Jalan Yap Kwan Seng, 50450 Kuala Lumpur.
Tel.: 03-21611000 / 03-21632126 / 03-21633981
Fax.: 03-2166 9131

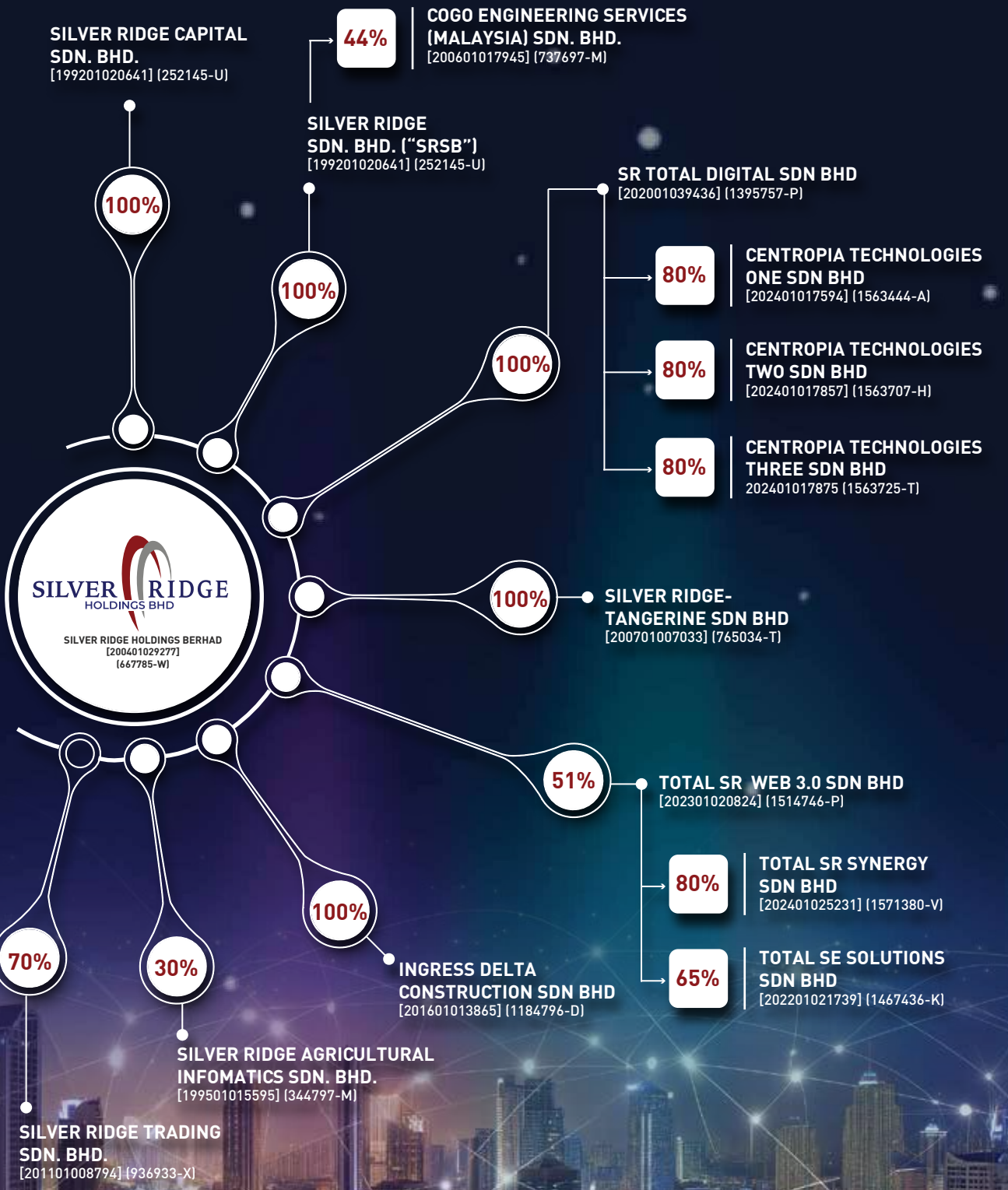
PRINCIPAL BANKERS

Malayan Banking Berhad
Public Bank Berhad

STOCK EXCHANGE LISTING

ACE Market of Bursa Malaysia Securities Berhad
Stock name : **SRIDGE**
Stock code : **0129**

CORPORATE STRUCTURE



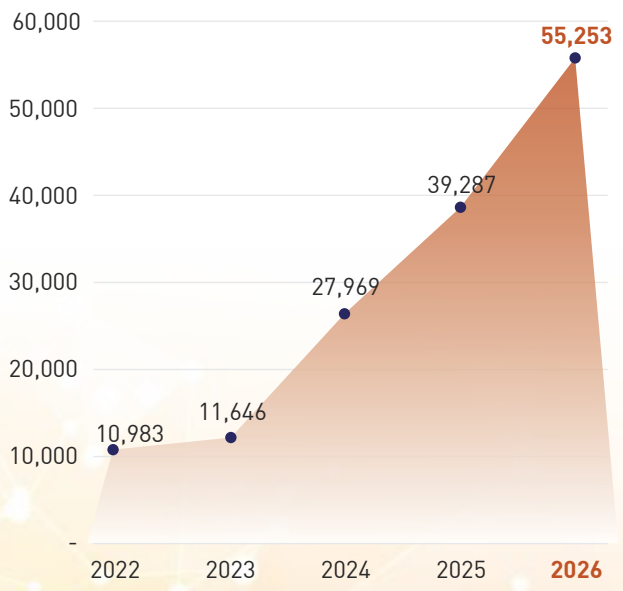
FINANCIAL HIGHLIGHTS

	2022 RM '000	2023 RM '000	2024 RM '000	(Restated) 2025 RM '000	2026 RM '000
Revenue	10,983	11,646	27,969	39,287	**55,253**
Profit/(Loss) before tax	(2,366)	(4,441)	552	2,088	**(4,451)**
Profit/(Loss) attributable to owners of the company	(2,360)	(4,454)	186	(1,722)	**(3,396)**
Total equity attributable to owners of the company	12,016	8,625	20,651	46,746	**71,761**
Net assets per share (RM)	0.06	0.04	0.10	0.16	**0.18**
Earnings/(Loss) per share					
- Basic (sen)	(1.2)	(2.1)	(0.05)	(0.66)	**(1.05)**
- Diluted (sen)	(1.2)	(2.1)	(0.05)	(0.66)	**(1.05)**

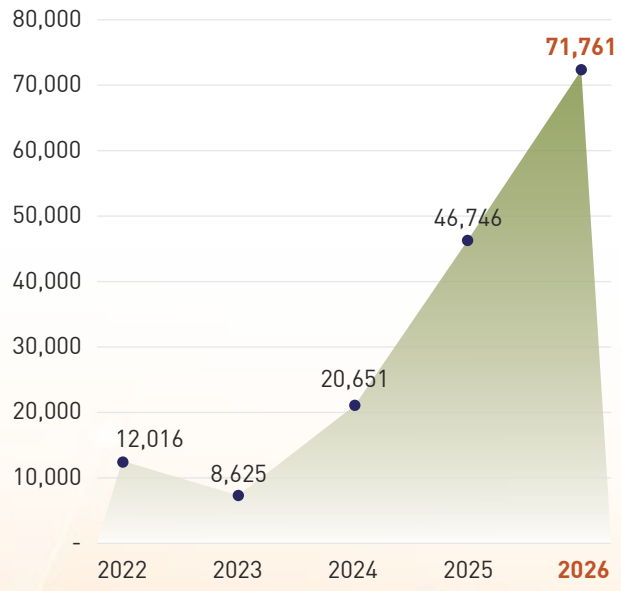
FINANCIAL TRENDS SUMMARY (2022 – 2026)

Financial Performance Indicator	2022	2023	2024	2025	2026
Revenue (RM '000)	10,983	11,646	27,969	39,287	**55,253**
Total Equity (RM '000)	12,016	8,625	20,651	46,746	**71,761**
Profit/(Loss) Attributable to Owners (RM '000)	(2,360)	(4,454)	186	(1,722)	**(3,396)**
Earnings Per Share (sen)	(1.2)	(2.1)	(0.05)	(0.66)	**(1.05)**

Revenue



Total Equity Attributable To Owners Of The Company



MANAGEMENT DISCUSSION & ANALYSIS

OVERVIEW

The financial year 2026 represented another challenging year of the Group. This Report provides a discussion and analysis of the Group's financial performance for the year ended 30 June 2026 ("FY2026"), including explanations for significant fluctuations over the previous financial year. The Group's principal business segments, which is currently added with a few new business natures from the preceding year, comprises Telecommunications, Solutions, Constructions Trading and Others. The segment "Others" segment includes Investment Holding and Management Services and other non-reportable operations.

Despite these challenges, the Group remains confident in its progress toward building a stable operational foundation and acquiring staff with new skill sets that will enhance long term growth. The Group continues to implement a diverse range of projects, attracting new customers, thereby further strengthening and securing its revenue streams.

MANAGEMENT DISCUSSION & ANALYSIS

FINANCIAL REVIEW

Revenue & Operational Performance

Silver Ridge Holdings Bhd achieved robust top-line expansion for the financial year ended 30 June 2026, delivering RM 55.25 million in revenue. This represents a 40.63% year-on-year increase (an increase of RM 15.96 million) compared to RM 39.29 million in FY2025, driven primarily by scaled operations in key business segments.

Earnings & Accounting Restatements

Profitability for the period was impacted by accounting adjustments and non-cash expenses, including the recognition of share-based payment expenses under the ESOS and prior-year restatements. Profit before tax (PBT) adjusted from RM 2.35 million in the previous summary period to a loss before tax of RM 4.45 million in FY2026. This represents a RM 6.80 million line-item variance (-289.26%) compared to the unadjusted FY2025 figures. On a restated basis against FY2025 (PBT loss of RM 2.09 million), the net variation reflects ongoing investments and operational adjustments as the Group positions itself for future project execution.

OPERATIONAL REVIEW

During the financial year ending 30 June 2026, the company has enjoyed some success in diversifying business interests from telecommunication solutions into adjacent revenue streams. Smart meter solutions for telecommunication towers are one example of this, alongside smart software solutions for monitoring power consumption in buildings, data centre and constructions.

The company is undertaking several pilot projects in Malaysia and internationally, providing telecommunications solutions to telcom operators. Management views this as a significant opportunity to enhance the company's overall performance. Additionally, the company is focusing on higher-margin projects while phasing out low-or negative-margin initiatives. The Group intends to expand into the Construction Business by tapping into the projects applicable to Grade G7 license holder and ventures into other construction related business which includes trading and supply of equipment and building related materials to contractors involved in both residential and infrastructure projects.

Several supply contracts have been slightly depreciated by ongoing international crises affecting imports and monetary exchange. The company plans to review its approach to these contracts in future, allowing it to fulfil its obligations while maintaining a position of strength financially.

The Company prepared to provide end-to-end, design-installation-testing 5G IBC services, utilising both active and passive antenna systems. The development of staff skill sets allows the company to provide newly available communications technology solutions to our customers.

Moving forwards, the Company aims to build on its momentum and implement the following strategies:

1. Diversifying business interests into emerging green technology and energy opportunities, in line with global trends.
2. Expand the Company's deployment of smart and software solutions in the enterprise market.
3. The company continues to provide managed network services while preparing staff to upskill for their part in the next phase of Industry 4.0 across Malaysia and the Southeast Asia region.

In line with the strategies listed above, the company plans to increase capital invested in equipment, build partnerships with upcoming teams of developers, and increase our own staff skills in preparation of further announcements regarding the deployment of 5G. This, coupled with the bolstering of key management personnel, the Company expects business operations to be reinvigorated with fresh ideas and perspectives.

BOARD OF DIRECTORS' PROFILE

Y.A.M TENGKU SHAHRAIN SHAH BIN TENGKU SULAIMAN SHAH

Chairman/Independent Non-Executive Director

41 | Male | Malaysian

BOARD MEETING ATTENDANCE

Attended all four (4) Board meetings held during the financial year ended 30 June 2026.

Y.A.M. Tengku Shahrain Shah was appointed Chairman of the Company on 12 July 2024. He received his early education at Sri Inai Petaling Jaya and Hale School in Perth, Western Australia. He subsequently pursued Foundation Studies at Curtin University and Limkokwing University of Creative Technology, where he obtained a Bachelor of Arts degree.

BOARD OF DIRECTORS' PROFILE

BOARD MEETING ATTENDANCE

Attended all four (4) Board meetings held during the financial year ended 30 June 2026.

Mr. Vincent Gan Kean Cheang was appointed Executive Director of the Company on 25 August 2025 and was subsequently re-designated as Group Managing Director on 30 June 2026.

He began his professional career in 2005 as an Offshore Geotechnical Engineer with Sapura Crest Sdn. Bhd. In 2006, He joined Trimetro Development Sdn. Bhd. as a Project Manager, where he was involved in the company's development and construction divisions. In 2008, he joined Ho Lee Construction Pte. Ltd. in Singapore as a Project Manager, primarily overseeing high-rise projects for the Singapore Housing & Development Board. He subsequently joined Alphazen Construction Sdn. Bhd. in 2010 as a Project Manager, overseeing prominent mixed-development and high-rise projects.

In 2016, Mr. Gan founded Ingress Delta Construction Sdn. Bhd. and has served as its Managing Director since then. In this capacity, he has spearheaded the company's involvement in prominent high-rise, infrastructure and industrial construction projects.

He does not hold any directorship in any other public listed company.

BOARD OF DIRECTORS' PROFILE

MOHD FAIS BIN MOHD HAMDAN

Executive Director / Chief Operating Officer

40 | Male | Malaysian

APPOINTED:
30 June 2026

BOARD MEETING ATTENDANCE

Not applicable, as he was appointed on 30 June 2026, being the final day of the financial year under review.

Encik Mohd Fais bin Mohd Hamdan holds a Bachelor of Business Administration from Universiti Utara Malaysia (UUM). He has approximately 20 years of professional experience in corporate management, business development, strategic planning and operations across various industries, including utilities, telecommunications, infrastructure, information technology and renewable energy.

He began his career with Tenaga Nasional Berhad (TNB) in 2006 and subsequently served in the Office of the President and Chief Executive Officer, where he gained valuable experience in corporate affairs, executive management coordination, strategic planning and stakeholder engagement, including dealings with government ministries and regulatory authorities.

Following his tenure at TNB, he ventured into the private sector, holding several senior management and directorship positions. During this period, he was involved in business expansion, project development, strategic partnerships and operational management, particularly in the infrastructure and renewable energy sectors.

In 2021, he joined the Silver Ridge Group, focusing on business development and regional expansion within the telecommunications and digital infrastructure sectors. He subsequently assumed the position of Chief Executive Officer of Silver Ridge Sdn Bhd, overseeing the company's operations, financial management, organisational restructuring and business development initiatives.

As Executive Director of Silver Ridge Holdings Berhad, he contributes to the Group's strategic direction, operational efficiency and business diversification initiatives, with a focus on strengthening business sustainability and identifying new growth opportunities.

He does not hold any directorship in any other public listed company.

BOARD OF DIRECTORS' PROFILE

JAMES
KOH SIAW HEONG
Independent Non-Executive Director

44 | Male | Malaysian

APPOINTED:
16 July 2026

BOARD MEETING ATTENDANCE

Not applicable, as he was appointed after the financial year ended 30 June 2026.

Mr. James Koh Siaw Heong has more than 20 years of experience in public administration, public policy, corporate strategy, international relations, investment and business development. He holds a Bachelor of Science (Honours) in Human Resource Development from Universiti Teknologi Malaysia, a Master of Business Administration from the University of Ballarat, Australia, and is an Affiliate Member of the Chartered Institute of Management Accountants, United Kingdom.

Mr. James Koh began his career in the Malaysian Civil Service in 2005 and has since held various leadership and strategic positions with the Ministry of Foreign Affairs, Ministry of Youth and Sports, Ministry of Housing and Local Government, and the Malaysia External Trade Development Corporation (MATRADE). During his tenure with the Ministry of Foreign Affairs, he served as a Malaysian diplomat in Bangladesh and New Zealand.

Mr. Koh also serves on the boards of several private limited companies with interests in property development, construction, technology, branding, retail, food and beverage, and services.

Mr. James Koh is an Associate Member of the Chartered Institute of Management Accountants (CIMA), United Kingdom; and is a Lifetime Member of the Administrative and Diplomatic Service Association Malaysia (PPTD).

He does not hold any directorship in any other public listed company.

BOARD OF DIRECTORS' PROFILE

LIM SOO ZEE

Independent Non-Executive Director

39 | Female | Malaysian

APPOINTED:
16 July 2026

BOARD MEETING ATTENDANCE

Not applicable, as she was appointed after the financial year ended 30 June 2026.

Ms. Lim Soo Zee is an Advocate and Solicitor of the High Court of Malaya with more than 14 years of legal experience in corporate and commercial disputes, construction law, insolvency and civil litigation. She holds a Bachelor of Laws (Honours) from the University of London (External Programme). She obtained the Certificate in Legal Practice before being admitted as an Advocate and Solicitor of the High Court of Malaya.

Ms. Lim is the Founder and Managing Partner of Megan Lim Chambers, where she advises and represents corporations, developers, contractors, business owners and private enterprises in a broad range of contentious legal matters. Her areas of practice include corporate and commercial disputes, construction disputes, contractual claims, winding-up proceedings, bankruptcy and insolvency matters, civil litigation and adjudication. She also advises clients on commercial agreements, contract negotiations and legal risks arising from business transactions.

Throughout her legal career, Ms. Lim has represented clients across diverse industries, providing strategic legal advice and practical commercial solutions in high-value and complex disputes. Her extensive experience in litigation and dispute resolution has equipped her with strong capabilities in legal risk assessment, strategic decision-making, stakeholder management, negotiation and dispute avoidance.

She does not hold any directorship in any other public listed company.

BOARD OF DIRECTORS' PROFILE

TAN KOK CHIN

Non-Independent Non-Executive Director

52 | Male | Malaysian

APPOINTED:
16 July 2026

BOARD MEETING ATTENDANCE

Not applicable, as he was appointed after the financial year ended 30 June 2026.

Mr. Tan Kok Chin was appointed Independent Non-Executive Director of the Company on 16 July 2026 and subsequently re-designated as Non-Independent Non-Executive Director on 16 October 2026.

Mr. Tan Kok Chin holds a degree in Human Resource Development from Universiti Putra Malaysia, obtained in 1998. He has more than 25 years of experience in the semiconductor and machinery industry, having held various leadership and management roles throughout his career.

He is a founder of CSM Excel Sdn. Bhd., a company specialising in the semiconductor and machinery industry. He has led the company since 2010, overseeing its business operations, strategic development and customer relationships.

His experience encompasses business development, operations management, customer relations and organisational leadership, providing him with broad industry knowledge and strong management capabilities.

He does not hold any directorship in any other public listed company.

BOARD OF DIRECTORS' PROFILE

NIGEL LAW HUN CHUEN

Non-Independent Non-Executive Director

37 | Male | Malaysian

APPOINTED:
16 July 2026

BOARD MEETING ATTENDANCE

Not applicable, as he was appointed after the financial year ended 30 June 2026.

Nigel Law Hun Chuen is an experienced business leader and entrepreneur with broad experience in hospitality, property investment and management, branding and advertising, construction and development, biotechnology, and financial management.

He has served as Managing Director of Pierfront Sdn. Bhd. since 2014, overseeing the company's operations and strategic initiatives, including the management of the food and beverage operations of Kota Dine & Coffee Group at Jazz Hotel. He is also the Chief Executive Officer of Hyperise Builder Sdn. Bhd., where he oversees construction and development operations, project planning, cost management and project execution.

In 2017, he served as Advisor to Beyond Multimedia (We Penang), providing strategic advice on branding, advertising and project management. In 2018, Nigel served as Chief Executive Officer of Plan C Patisserie Sdn. Bhd. and as Advisor to Chaton Holdings Sdn. Bhd., where he was involved in business development, operational strategy, property investment and management, and organisational growth.

In 2024, he founded SGC Malaysia Sdn. Bhd., where he oversees business operations, brand strategy, product distribution, and regional expansion in the biotechnology sector. The company specializes in Hong Kong-patented biotechnology technology, for which he serves as the regional representative, spearheading its distribution and market development across Southeast Asia. Beyond business development, he is also committed to SGC's charitable and welfare initiatives, championing social responsibility and giving back to the community through meaningful contributions that create a positive and lasting impact on society

Nigel has also served as President of the Penang Hong Guan Culture Association since 2024. In this role, he leads the association's operations, education and youth development initiatives, training and performance supervision, and domestic and international cultural exchange activities. His areas of expertise include business analysis and development, financial management, strategic planning, operations management, consulting, mentoring and training. He brings to the Board broad commercial experience, strategic leadership capabilities and a multi-industry perspective spanning business operations, finance, property, hospitality, construction and emerging technologies.

He does not hold any directorship in any other public listed company.

BOARD OF DIRECTORS' PROFILE

BOARD MEETING ATTENDANCE

Attended three (3) of the four (4) Board meetings held during the financial year ended 30 June 2026.

Mr. Neo Chen Yee was appointed Independent Non-Executive Director of the Company on 15 October 2025.

He is a seasoned business leader with more than 15 years of international experience across investment management, logging, real estate, retail, wholesale and information and communications technology (ICT) systems. From April 2018 to September 2025, he served as Managing Director of Golden Rise Investment Limited in Papua New Guinea, where he was responsible for the company's overall operations, corporate strategy, investments, governance and compliance, and stakeholder relations. During his tenure, he participated in board meetings, provided strategic recommendations, formulated company policies, and oversaw company performance and risk matters.

Prior to joining Golden Rise Investment Limited, Mr. Neo served as an ICT Business Analyst with G & S Limited in Papua New Guinea, supporting operational improvements in the logging sector through ICT and systems analysis. He had previously served as a Network Administration Analyst with PPG Limited in Madang, Papua New Guinea, where he managed ICT infrastructure, systems integration and network security for businesses operating in the real estate, retail and wholesale sectors.

Mr. Neo began his professional career with NHL Electrical Industries Sdn. Bhd. in Malaysia as a Computer Specialist, gaining experience in IT support, systems design, maintenance and troubleshooting. He holds a Diploma in Computer Technology from INTI College Subang Jaya, Malaysia. His areas of expertise include strategic planning, corporate governance and compliance, risk management, investment oversight, ICT and digital transformation, and analytical and independent judgement.

He does not hold any directorship in any other public listed company.

Other information:

Family relationship with any Director and/or substantial shareholder

None of the Directors has any family relationship with any other Director and/or substantial shareholder of the Company.

Directors' shareholdings

Details of the Directors' shareholdings in the Company are set out in the Analysis of Shareholdings section of this Annual Report.

Conflict of interest or potential conflict of interest with the Group

None of the Directors has any conflict or potential conflict of interest with the Group.

Convictions, public sanctions and penalties

None of the Directors has been convicted of any offence within the past five (5) years. No public sanction or penalty was imposed on any Director by the relevant regulatory bodies during the financial year ended 30 June 2026.

KEY SENIOR MANAGEMENT

1. **VINCENT GAN KEAN CHEANG**
Group Managing Director
44 | Male | Malaysian

Please refer to his Directors' Profile appearing in page 10 of the Annual Report 2026

2. **MOHD FAIS BIN MOHD HAMDAN**
Executive Director
40 | Male | Malaysian

Please refer to his Directors' Profile appearing in page 11 of the Annual Report 2026

3. **WAYN KHOR**
General Manager (Construction)
45 | Male | Malaysian

Date Joined : 02/06/2024
Qualification :
Bachelor in Civil Engineering (Hons)
University : University Tenaga Nasional

4. **KELVIN KUEH**
Head of Contract (Costruction)
59 | Male | Malaysian

Date Joined : 05/10/2020
Qualification :
Bachelor in Construction Management and Economic
University : Curtin University of Technology

5. **DEVAN A/L ARJANAN**
Head of Finance
44 | Male | Malaysian

Date Joined : 20/07/2020
Qualification :
Bachelor Degree in Accounting & Finance
University : Multimedia University
Qualification : Master of Finance
University : Sunway University

6. **SU HONG LENG (ERIKA)**
Account Manager
45 | Female | Malaysian

Date Joined : 15/05/2018
Qualification : LCCI
University : Segi College in Kuala Lumpur

KEY SENIOR MANAGEMENT

7. **HAIRUN NAZAR BIN HUSSAIN**
Head of Network, Operation and Maintenance
43 | Male | Malaysian

Date Joined : 11/02/2004
Qualification :
Higher National Diploma (HND) in Engineering Electronics
University : University Sains Malaysia

8. **JESSIE NGELAYANG**
Head of Corporate Affairs & Legal
43 | Female | Malaysian

Date Joined : 01/09/2020
Qualification :
Bachelor of Legal Studies (BLS)
University : University Technology Mara

9. **NASUHA BINTI SHAMSURI**
Corporate Affairs Officer
29 | Female | Malaysian

Date Joined : 03/08/2026
Qualification :
Bachelor of Laws and Shariah (Hons)
University : Universiti Sains Islam Malaysia

Other Information:

1. **Family Relationship With Any Director and/or Substantial Shareholder**
None of the key senior management or Director have family relationship with any other Director and/or substantial shareholder of the Company.

2. **Conflict of Interest or Potential Conflict of Interest with the Group**
None of the Directors/Key Senior Management of the Company has any conflict of interest or potential conflict of interest with the Group.

3. **Convictions for offences**
None of the Directors/Key Senior Management of the Company have been convicted of any offences within the past five (5) years. There was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 30 June 2026.

SUSTAINABILITY REPORT

ABOUT THIS STATEMENT

Silver Ridge Group of Companies ("the Group") is pleased to present the Group's Sustainability Statement ("the Statement") for the financial year end of 30 June 2026.

This statement highlights our commitment towards sustainability in the framework of the Group's business operations and the general environment in which we work in.

This Sustainability Statement is prepared pursuant to paragraph 6.1, 6.2 and 6.3 of Practice Note 9 of the Main Market Listing Requirements ("MMLR") of Bursa Securities Malaysia Berhad ("Bursa Malaysia").

The management of material sustainability matters is disclosed in accordance with the Sustainability Reporting Guide issued by Bursa Malaysia and is presented within this Statement.

SCOPE OF THE STATEMENT

The Statement covers the sustainability progress of the operations within Silver Ridge Holdings Bhd, our parent company, and Silver Ridge Sdn Bhd, a wholly owned subsidiary of the parent company.

The contents of this Statement are based on the Group's activities carried out within the financial year of 2026.

This Statement covers the Group's economic, environmental, and social management and performance across all business operations which has been identified as material by the Board and Management teams.

All matters within this Statement are related to the Group's business activities of providing telecommunication and network solutions to our clients, complementing the move towards digital services, as Malaysia transitions into the digital economy.

SUSTAINABILITY GOVERNANCE

Our esteemed Board of Directors assumes responsibility for sustainability matters within the Group through integration of sustainability into business strategies. Our management oversees sustainability strategy alignment to business operations. The Board is further guided by the Audit and Risk Management Committee. This enables us to understand sustainability matters from the lens of risk mitigation and quality improvements.

The Audit and Risk Management Committee aids the Board in their statutory duties and responsibilities for sustainability matters. The objectives of the Audit and Risk Management Committee from a sustainability perspective comprises of the following:

- Evaluating the quality of audits performed by internal and external auditors, including sustainability related audits;
- Provide assurance that all information presented by the management is relevant, reliable and in a timely manner;
- Oversee compliance with all laws and regulations, as well as the observance of proper code of conduct; and
- Determine the quality, adequacy and effectiveness of the Group's control environment, including controls related to sustainability matters.

We also place full faith in the heads of departments and divisions to manage sustainability matters of business processes under their relevant jurisdictions and assist the Audit and Risk Management Committee in the implementation of sustainability initiatives, assessment, and management and monitoring of sustainability matters.

SUSTAINABILITY REPORT

STAKEHOLDER ENGAGEMENTS

The Group acknowledges that the environment we operate in is dynamic in nature, with various stakeholders having influence over different aspects of business. Due to this, we strive to continuously maintain positive relationships with our stakeholders through various forms of engagements.

The following are the Group's key stakeholders, engagement objectives, methods and occurrence:

Stakeholders and engagement objectives	Engagement Method	Frequency of Engagement
Investors	• Annual reports	Annually
	• Annual general meetings	Annually
	• Shareholder dialogues	Ad-hoc
	• Press release and public announcements	Ad-hoc
Employees	• Townhalls	Ad-hoc
	• Employee performance evaluations	Annually
	• Corporate and staff memos	Ad-hoc
	• Regular meetings	Ad-hoc
Board of Directors	• Board of Director Meetings	Quarterly
	• Committee Meetings	As stipulated by committee charters
Suppliers	• Supplier evaluations	Ad-hoc
	• Regular meetings	Ad-hoc
Customers	• Customer feedback forms	Ad-hoc
	• Regular meetings	Ad-hoc
Governmental bodies and regulators	• Statutory submissions to relevant bodies	As required
	• Public dialogues with government officials	Ad-hoc
	• Regular meetings	Ad-hoc

SUSTAINABILITY REPORT

GLOBAL TRENDS

A prerequisite of becoming future ready involves identifying evolving global trends that may impact our business and the way we work. The Group has identified the following global trends as pertinent to our business and have reshaped our strategy as we continue to look towards the future. The global trends are interrelated in nature and will require continuous diligence in terms of understanding their business impact.

The rise of technological advancements has made way for the next revolution of development. Understanding the latest technologies can ensure that we remain relevant and stay competitive as a business. Technology appears to come at a rapid pace, requiring businesses to consistently evolve and improve for the better. Companies that are most adaptable to change will be able to survive in the long run.

The future of work agenda is the integration of global trends with the future way of working. It has forced businesses to take proactive action on reimagining how work, the workplace and the workforce will look in the medium to long term. Aligned to this, the future of work will require us to make the necessary adjustments and investments into our workforce. A key trend of the future of work includes the emergence of knowledge workers which requires us to strategize our training and development capabilities to keep up with innovation.

As consumer expectations on data privacy increase, the responsibility of organizations to manage customer data also increases. Increasing compliance regulations due to data privacy and security will also require us to pivot and become better guardians of data. We believe that companies that make it a point to safeguard customer data beyond the bare minimum will fare better in managing future unknowns.

We believe that these global trends will continue to impact our business in the medium to long-term.

MATERIAL MATTERS

The Groups' material sustainability matters were identified through understanding significant economic, environmental, and social impacts related to our business operations. In determining

these material matters, we remained guided by our Core Values of Integrity, Discipline, Innovation, Commitment to Society and Customer Centricity.

Material Matters	How does it relate to our business?	How does it reflect our Core Values?
Business ethics and integrity	Business ethics is the core of our company culture. Through understanding business ethics, we have clearly defined acceptable behaviors in terms of doing business. It ensures that we have the highest degree of compliance and protects our reputational integrity.	*Integrity* Business ethics ensures that a culture of integrity permeates throughout the organization. *Discipline* Our clearly defined values within business ethics requires us to maintain the highest levels of discipline within our organization.
Occupational health and safety	As a service provider that provides telecommunications and network solutions to our clients, we understand that at times our company personnel may be put in health and safety risk. Given the current context of the COVID-19 pandemic, concerns of health and safety have become increasingly paramount, and we strive to provide a safe working environment for all	Discipline We require all company personnel to have a strong level of discipline when it comes to maintaining safety of themselves and others. *Commitment to Society* As a component of society, our company personnel must adhere to the highest national standards of health and safety

SUSTAINABILITY REPORT

Material Matters	How does it relate to our business?	How does it reflect our Core Values?
Quality of services	As a service provider, we strive to continuously prioritize the needs and demands of our customers – and this is where the quality of our services needs to be of the highest standards. Service quality requires a balance of understanding customer expectations, competitor activity and internal organizational factors	*Innovation* To provide quality services, we need to continuously innovate by understanding how our business can better serve our customers. *Customer Centricity* Understanding the customers needs and demands requires a level of empathy which is crucial to providing quality services.
Training and development	The services sector relies on quality human development. The future of work has highlighted the need to prioritize our employees and equip them with skills and knowledge that can help our business grow, while setting us apart from the competition.	*Innovation* We believe in investing in training and development to stimulate innovation throughout our organization. *Discipline* We are disciplined in how we approach training and development as a means of creating well-rounded employees.
Privacy and data protection	As we live in an increasingly globally connected world, we recognize that while data can build more efficient services, it is also considered to be a commodity. Building trust with our customers requires us to prioritize data privacy and protection.	*Discipline* We adhere to strict governance policies when it comes to the privacy and data protection of our customers. *Customer Centricity* Placing our customers' needs as a priority requires us to look at risks involved for our customers when it comes to their privacy. Hence it is important for us to take precautionary measures to safeguard their data.

ETHICS AND INTEGRITY

There is an expectation of the highest standards of corporate ethics throughout the Group for all stakeholders. We continue to strive towards maintaining a culture that safeguards sustainable business practices, based on the building blocks of strong values and integrity.

The Group is governed by the "Anti-Bribery and Anti-Corruption Policy" in terms of setting out the expectations of business ethics and integrity throughout the Group. The policy applies to all company personnel and associate persons, from suppliers to customers. Here, we advocate for best corporate governance practices as well as business ethics and social responsibility throughout our organization. We have also defined and outlined our views on corruption and the active steps we take to mitigate this in our "Anti-Bribery and Anti-Corruption Policy."

Our "Anti-Bribery and Anti-Corruption Policy" is available on our website under "Corporate Governance" and for any additional enquiries please contact our Corporate Affairs Officer at corporate@sliverridge.com.my.

As a means of upholding the "Anti-Bribery and Anti-Corruption Policy" we have also established a "Whistleblowing Policy" which maintains a robust, transparent, and accountable communication channel for company personnel, associated persons or general members of the community to voice their concerns.

Any forms of complaints can be sent via the Silver Ridge Whistleblowing Report Form at: corporate@sliverridge.com.my

The Group is pleased to report that in FYE 2026, there have been no legal cases regarding corrupt practices and anti-competitive behavior brought against the Group and our employees.

SUSTAINABILITY REPORT

OCCUPATIONAL HEALTH AND SAFETY

A component of being a responsible employer includes prioritizing workplace safety. Our health and safety standards are governed by the company's health and safety committee that assess the following issues:

- Implementation of health and safety initiatives
- Maintaining a productive, safe, and healthy environment
- Minimizing the risk of accidents and injuries

In terms of compliance, certifications and industrial standards for health and safety, we adhere to the standards set by the following agencies and regulations:

- Occupational Safety and Health 1994 (OSHA)
- National Institute of Occupational Safety and Health Malaysia (NIOSH)
- Construction Industry Development Board (CIDM)

We are pleased to report that in FYE 2026, there have been no work-related accidents and injuries that have resulted in lost days.

PROVIDING QUALITY SERVICES

Our business philosophy of "Service Excellence" is the foundation of our ability to provide prompt and reliable services of quality to our clients. The telecommunications industry is a competitive sector, with increasing digital innovations that requires us to continuously keep abreast with relevant and current trends.

This also comes with the added pressure of increasing customer expectations, requiring us to further raise our standards of quality. We focus on key aspects such as customer retention, company reputation and brand identity.

In terms of quality management, we are guided by the standards of ISO9001:2015, whereby an organization:

- Needs to demonstrate its ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements; and
- Aims to enhance customer satisfaction through the effective application of the system, including processes for improvement of the system and the assurance of conformity to customer and applicable statutory and regulatory requirements.

Our Network Operation and Maintenance Department (NOMD) includes a group of 50 qualified and experienced technical personnel in 23 locations around Malaysia. Our NODM team includes the following features:

- Dedicated Account Management
- Maintenance and support
- Regular inspection
- Corrective maintenance
- Preventive maintenance
- Return merchandise authorization
- Quality assurance

To provide the best service for our clients, our call centers operate through a bespoke ticketing system, whereby we manage and adapt enquiries for our clients based on urgency. We continuously monitor feedback from our customers through customer feedback forms.

In FYE2026, there were no grievances received through formal grievance mechanisms during the reporting period.

SUSTAINABILITY REPORT

TRAINING AND DEVELOPMENT

The future of work agenda has increased the need to curate upskilling and reskilling programs to close skills gaps. Due to this, we have taken the initiative to consistently provide opportunities for our employees to develop and increase knowledge. We also believe that this is linked to our core value as innovation as knowledge workers can enhance our capabilities to become an industry leader.

TRAINING COURCES	STAFF NAME
DESIGN THINKING	1. JESSIE NGELAYANG
	2. NUR FATIHAH BINTI REDZ' AABDUH
	3. ROSFADILAH BINTI AFANDI
	4. HAMNEE BINTI MUHAMAD
	5. NURUL NATASHA BINTI ZUL'AZMI
	6. FARIDZATUL ALIA BINTI MOHD SUHAIMI
	7. HISHRUL HAFIZ BIN MOHD SATAR
WORK AT HEIGHT (WAH)	1. MOHAMAD NAZRI BIN ABDUL SAMAD
IRATEC WAH	1. MAWARDI BIN SAAD
WORK AT HEIGHT (WAH)	1. AZHARI BIN AZMAN
WORK AT HEIGHT (WAH)	1. MOHD SHAHEZAN BIN SISA
IRATEC WAH	1. HISHRUL HAFIZ BIN MOHD SATAR
	2. MUHAMMAD SHAFIQ BIN MOHAMED AZMI
NIOSHTM SAFETY PASSPORT (NTMSP)	1. HAIRUN NAZAR BIN HUSSAIN
	2. MUSWADI IZWAN BINMUHAMAD
	3. KEE CHIA HAO
NIOSHTM SAFETY PASSPORT (NTMSP)	1. AMIRUL ASHRAF AHMAD KAMAL
NIOSH EXPRESSWAY OPERATION SAFETY PASSPORT (EOSP)	1. MUHAMMAD SHAFIQ BIN MOHAMED AZMI
	2. MOOR ASHIKIN ZULKURNAINI
	3. NURUL NATASHA BINTI ZUL'AZMI
	4. AHMAD RAFIUDDIN BIN CHE RAHIM
NIOSH SAFETY PASSPORT (NTSP)	1. AHMAD RAFIUDDIN BIN CHE RAHIM
	2. MOHD SUFFIAN BIN NORDIN
	3. MUHAMMAD AMAZA BIN RANIZA
	4. MOHD HEDY BIN MAD DAN

SUSTAINABILITY REPORT

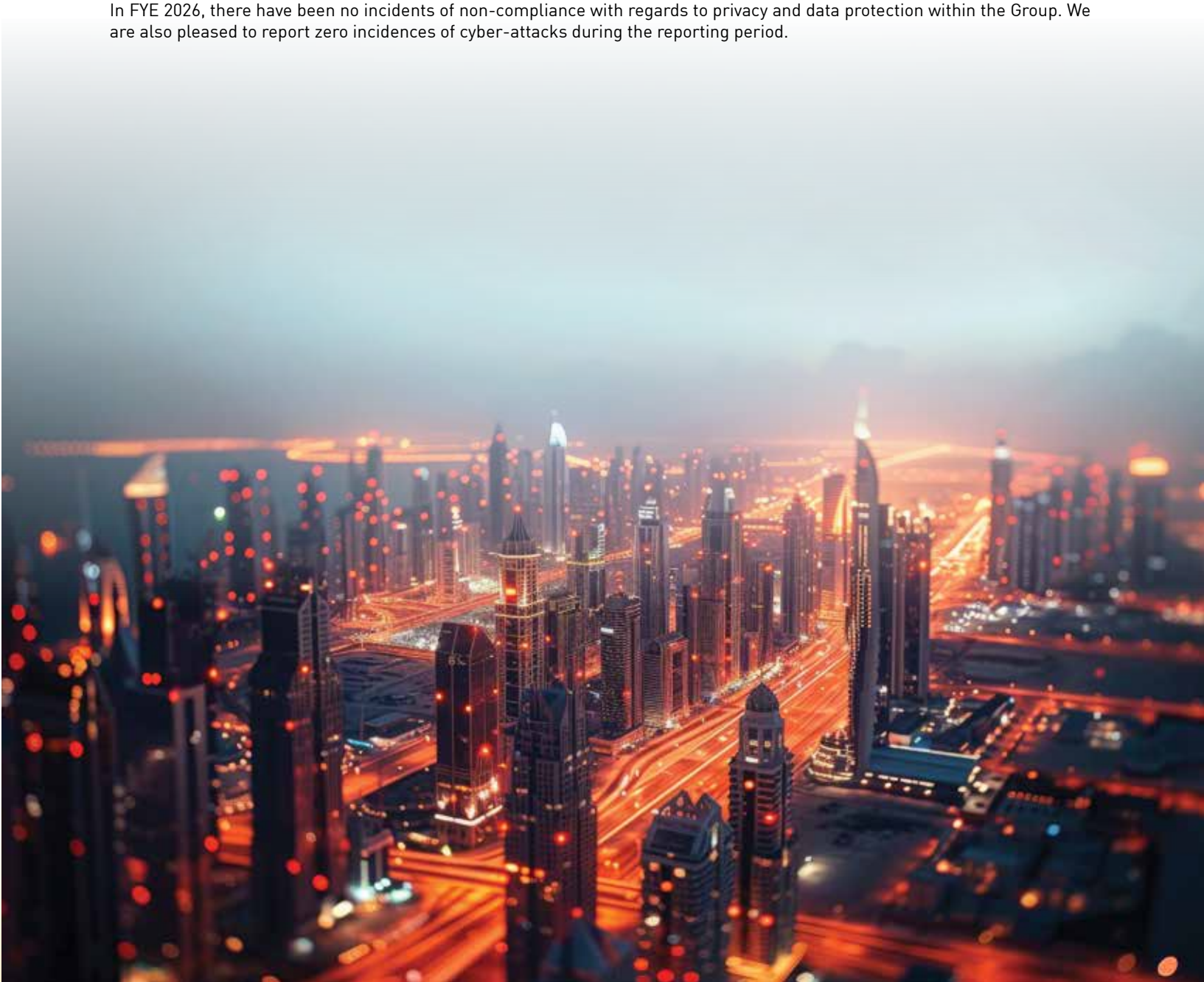
PRIVACY AND DATA PROTECTION

As the world transitions into an increasingly automated environment, data privacy and protection has continued to be a pressing issue. In order to provide customized and tailor-made services to our customers that will best serve their needs in an efficient manner, we require data and information that may include specific personal details.

The availability of data provides us with opportunities to better streamline our services and meet the evolving needs of our customers. However, this also leads to an obligation whereby we need to take special precautions when collecting and processing this data. Data is a sensitive commodity and requires protection through strict governance processes.

As the general public is now more aware of the risks associated with the collection of data, being a responsible data holder is crucial for us as we continue to compete in the market. Due to this, remain guided by our Data Protection and Privacy Policy to provide the best standards of data governance to our clients.

In FYE 2026, there have been no incidents of non-compliance with regards to privacy and data protection within the Group. We are also pleased to report zero incidences of cyber-attacks during the reporting period.



SILVER RIDGE HOLDINGS BERHAD

BMLR Transition Period

Date & Time: 2026-10-28_21:33:20

Ace Market | Group 3 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Energy Management	30000	kwh	32000	30000	28000	Internal	Policies are implemented to ensure target are reached
Employee Welfare	15	Persons	10	15	20	Internal	Policies are implemented to ensure target are reached
Diversity and inclusion	30	%	25	30	25	Internal	Policies are implemented to ensure target are reached
Occupational and Health	0	0	0	0	0	Internal	Policies are implemented to ensure target are reached
Training and development	10	Hours	15	10	10	Internal	Policies are implemented to ensure target are reached
Regulatory Compliance	0	0	0	0	0	Internal	Policies are implemented to ensure target are reached
Board Governance	4	4	4	4	4	Internal	Policies are implemented to ensure target are reached

SILVER RIDGE HOLDINGS BERHAD

IFRS S1

Date & Time: 2026-10-28_21:33:20

Ace Market | Group 3 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Energy Management	30000	KwH	30000	25000	20000	Internal	On going internal policies to ensure targets are achieved
Water Management	3000	L	3000	3000	2500	Internal	On going internal policies to ensure targets are achieved
Diversity	30	%	30	30	50%	Internal	On going internal policies to ensure targets are achieved
Occupational Health and Safety	0	Casualties	0	0	Achieved	Internal	On going internal policies to ensure targets are achieved
Anti Corruption	100	%	100%	100	100	Internal	On going internal policies to ensure targets are achieved
Labour Practice	20	%	0%	20	20	Internal	On going internal policies to ensure targets are achieved

SILVER RIDGE HOLDINGS BERHAD

IFRS S2

Date & Time: 2026-10-28_21:33:20

Ace Market | Group 3 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Climate Change	Greenhouse emissions Board review	0 tCO2e 1	0tCO2e 1	0 tCO2e 1	0 tCO2e 2	Internal	Implementation of internal policy
GHG emissions	Scope 3 Cat.7: Employee commuting	Metric tonnes of carbon dioxide equivalents (tCO2e)	2.5	2.5	2.5	Internal	Implementation of internal policy

CORPORATE SOCIAL RESPONSIBILITY (CSR) & SUSTAINABILITY STATEMENT

At **Silver Ridge Holdings Bhd**, we believe that sustainable long-term success requires balancing robust financial performance with positive societal and environmental impact. We are committed to conducting our business ethically, transparently, and responsibly across every facet of our operations.

Our Strategic Pillars

- **Community Empowerment & Social Impact:** We actively invest in the communities where we operate through targeted outreach, educational initiatives, and strategic partnerships aimed at empowering underprivileged groups and promoting social well-being.
- **Environmental Stewardship:** Recognizing our obligation to protect the planet for future generations, we are dedicated to reducing our environmental footprint. We prioritize energy efficiency, waste minimization, and sustainable resource management across our entire supply chain.
- **Ethical Governance & Business Integrity:** Integrity, accountability, and transparency guide our corporate leadership. We strictly adhere to fair labor standards, respect human rights, and maintain rigorous corporate governance to ensure compliance with all applicable laws and ethical standards.
- **People & Culture:** Our employees are the driving force behind our success. We cultivate a safe, inclusive, and diverse workplace that encourages continuous learning, equal opportunity, and a collaborative spirit of innovation.

STATEMENT OF CORPORATE GOVERNANCE

The Board of Directors of Silver Ridge Holdings Bhd ("Board") recognizes the importance of corporate governance in ensuring greater transparency, protect the interests of its shareholders, stakeholders as well as strengthening investors' confidence in its management and financial reporting. The Board is committed to uphold good corporate governance within the Group.

In developing its system of corporate governance, the Board is guided by the measures set out in the ACE Market Listing Requirements ("ACE LR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and the Malaysian Code of Corporate Governance 2021 ("MCCG 2021"). The policies and practices of the Group, supported by the internal control processes, are regularly reviewed, to ensure its relevancy, transparency and accountability.

The following sections describe the Company's corporate governance policies and practices that were in place during the financial year ended 30 June 2026 ("FY2026"). Except for the departures explained in this statement, the Directors believe that the Company has complied with all substantial aspects of the best practices of ACE LR and MCCG 2021.

1. ESTABLISH CLEAR ROLES AND RESPONSIBILITIES

(a) Clear Functions of the Board and Management

The Board's role is to provide stewardship for the Company and direction for management. It is collectively responsible and accountable to the Company's stakeholders for the long-term success of the Group. The Board is guided by its Charter, Code of Conducts and Ethics which outlines the duties and responsibilities of the Board, matters that are specifically reserved for the Board. The Board has also delegate some specific tasks to the relevant Board Committee for assistance.

The Board assumes the following responsibilities for the Group: determining strategic direction, overseeing the proper conduct of the Group's business, identifying principal risk, succession planning, developing investor relations programme, reviewing the adequacy and integrity of the Group's internal control systems and management information systems, establishing goals for management and monitoring the achievement of these goals.

There is presently a Board Charter which sets out briefly the role, structure and functions as well as responsibilities of the Board. The demarcation of roles established in the Board Charter is the reference point (in relation to Chairman, Group Managing Director and Board's roles, powers, duties and functions) to guide Board activities and help to reinforce the supervisory role of the Board. The Board is led by a Non-Executive Chairman.

Other than as specifically reserved for the Board's decision in the Board Charter, the responsibility of managing the Group's business activities and affairs is delegated to the Group Managing Director who is responsible for overseeing the business development, implementation of the corporate strategies and business plans, policies and controls with the assistance and support from the Executive Directors and key senior management. The Group MD operates in accordance with the Board-approved policies and delegated limits of authority.

The complementary role of Non-Executive Directors with a balance mix of industry-specific knowledge and technical and commercial experience as well as independent judgement enhance the effectiveness of the Board's deliberation.

The Board has established the following Board Committees:

(a) Audit and Risk Management Committee
(b) Remuneration Committee
(c) Nomination Committee

These Committees operate within specific terms of reference that were drawn up in accordance with best practices in the Code and function principally to assist the Board in the execution of its duties and responsibilities. All these Committees are mainly led by Independent Non-Executive Directors of the Board. The ultimate responsibility for and decision still lies with the Board.

STATEMENT OF CORPORATE GOVERNANCE

1. ESTABLISH CLEAR ROLES AND RESPONSIBILITIES (CONT'D)

(i) Clear Roles and Responsibilities of the Board

The Board, collectively, is responsible for the oversight and overall management of the Group inclusive of setting strategic direction, establishing goals for management and monitoring the achievement of these goals. The strategic plan of the Group includes oversight of risks encompassing strategies, marketing and financial aspects of the business.

During Board meetings, the Board reviews business financial results, risk management initiatives, oversees the implementation and effectiveness of internal control systems as well as enforces the compliance of legal and statutory requirements within the Group. The Board will communicate its strategic plan and its expectations to the management and track the management's performance against set targets.

It is the Board's fiduciary duties to ensure that the Company's business is being effectively managed, with established and appropriate internal control systems with adequate to support, promote, provide check and balance to ensure compliance with the laws and regulations governing the Company. Progress reports and financial performance for the period and status on key corporate exercises are presented at quarterly Board meetings.

The Board has entrusted specific responsibilities to several Board Committees, which operate within defined terms of reference. The functions and terms of Board Committees as well as authority delegated by the Board to the Committees are reviewed from time to time to ensure that they are relevant and up-to-date. The Committees meet as frequently as required. The chairman of the respective Board Committees reports to the Board on salient matters noted which require the Board's attention, direction or approval.

(ii) Ethical Standards through Code of Business Conducts ("the Code")

The Company is committed to conducting business in accordance with the standards of business ethics and complying with the applicable laws, rules and regulations. In furtherance of this commitment, the Board promotes ethical behaviour and has adopted the Code. The fundamental principles of the code concerns transparency, integrity and accountability. It provides clear direction on conducting business, guidance on disclosure of conflict of interest, maintaining confidentiality and disclosure of information, good practices and internal control, and the duty to report if there is a breach of the Code. The Code is reviewed from time to time to retain its relevancy and evolving corporate governance issues are addressed and best practices are incorporated.

(iii) Whistle Blowing Policy

As part of the Company's continuous effort to ensure that good corporate governance practices are being adopted, the Board has formalized a set of Whistle Blowing Policy to raise concerns about possible improprieties, breach of business conduct, non-compliance with laws and regulatory requirements as well as other malpractices in the Group.

Details of Whistle Blowing Policy is available for reference at the Company's website at www.silverridge.com.my.

STATEMENT OF CORPORATE GOVERNANCE

1. ESTABLISH CLEAR ROLES AND RESPONSIBILITIES (CONT'D)

(iv) Anti-Bribery and Anti-Corruption Policy

The Board has adopted the Anti-Bribery and Anti-Corruption Policy and adequate measures to address across the Group in line with the guidelines provided under Section 17A of the Malaysian Anti-Corruption Commission Act 2009 on 1 June 2020.

The Board believes that the policy would be key in ensuring a systematic approach to prevent corruption, and complying with applicable legal and regulatory requirements in the various jurisdictions in which the Group operates. Every director, employee and person acting on the Group's behalf is responsible for maintaining the Group's reputation and for conducting company business honestly and professionally.

The details of the Anti-Bribery and Anti-Corruption Policy are available for reference at the Company's website at www.silverridge.com.my.

The Anti-Bribery and Anti-Corruption Policy is made known to all the staff of its group and its stakeholders.

(v) Strategies Promoting Sustainability

The Board is conscious of the need for business sustainability within the environmental, social and governance context as part of its broader responsibility to clients, shareholders and communities in which it operates.

The Board also reviews the sustainability of the strategic direction to ensure the Group achieves the targets in line with fast changing business landscape. In addition, the Board reviews the Group's funding requirements and treasury matters on a continuing basis including approval of financial arrangements.

The Group is committed to maintain a healthy and safe workplace; its Safety, Health and Environmental Policy ensures the welfare and safety of its workers are of high priority. Details of the Group's corporate social activities are disclosed in this Annual Report.

(vi) Access to information and advice

All Directors have full access to the group's information. The notice of meetings and Board papers to support the relevant agenda were distributed in advance of meetings. This paves the Directors with sufficient time to disseminate the information, to understand and to deliberate on issues to be raised and discussed at each meeting. The Board papers include reports on the Group's financial, operational and corporate developments and proposals. Verbal explanations and briefings are also provided by the Executive Directors and management to enhance understanding of matters in relation to the Group's business and operations.

In addition, the Board is notified of any corporate announcements released to Bursa Malaysia Securities Berhad ("Bursa Securities") and is also kept informed of the requirements and updates issued by the various regulatory authorities.

Where deemed necessary, Board members whether as a full Board or in their individual capacity may seek independent professional advice on specific issue(s) at the Group's expense, to enable them to discharge their duties effectively.

STATEMENT OF CORPORATE GOVERNANCE

1. ESTABLISH CLEAR ROLES AND RESPONSIBILITIES (CONT'D)

(vii) Company Secretary

The Board has full access to the advice and services of the Company Secretary who has the relevant working experience and whose appointment and removal is a matter for the Board as a whole. The Company Secretary attends all Board and Board Committee meetings to record deliberations, issues discussed and conclusions, and ensures that relevant policies and procedures are followed and the rules and regulations are complied with.

The Company Secretary keeps timely and proper records of the proceedings and resolutions passed by the Board and Board Committees.

(viii) Board Charter

The Board is guided by a Board Charter which aimed at ensuring that all Board members acting on behalf of the Company are aware of their roles, duties and responsibilities as Board members and the various legislations and regulations affecting their conduct and that the principles and practices of good corporate governance are applied in their dealings in respect, and on behalf of the Company. The Board Charter comprises, among others, well-defined terms of reference as well as the authority limits for the Board and its Committees, and the various relevant internal process.

The Board will periodically review the Board Charter and make any changes to the Board's policies, procedures and processes as well as amend the relevant rules and regulations to ensure they remain consistent with the Board's objectives, current laws and best practices. The Board Charter is published on the Company's corporate website at www.silverridge.com.my. The Board Charter was reviewed and adopted on 21 August 2026.

2. STRENGTHEN COMPOSITION

As at the date of this statement, the Board comprises of 8 members; wherein one (1) Group Managing Director, one (1) Executive Director, four (4) Independent Non-Executive Directors, and two (2) Non-Independent Non-Executive Director. The composition of the Board complies with paragraph 15.02 of the ACE LR.

The Directors with their wide experience in both the public and private sectors and diverse academic backgrounds provide a collective range of skills, expertise and experience in finance, corporate affairs, legal, marketing and operations which are vital for the direction of the Group. A brief profile of each Director is presented in the Profile of Directors.

Effective governance is fostered by separating the role of the Chairman of the Board and the Group Managing Director. The clear division of role ensure no repetitive and provide balance of power and authority. The Chairman of the Board is an Independent Non-Executive Director and is responsible for the leadership, effectiveness, conduct and governance of the Board. The Group Managing Director together with the Executive Directors (collectively, "Executive Board") are intimately knowledgeable about the business and ensures that strategies, policies and matters approved by the Board are effectively implemented.

The Group Managing Director, by virtue of his position as a Board member, also functions as the intermediary between the Board and senior management.

The Non-Executive Directors, provide checks and balances, which contributes significantly in areas such as policy and strategy, performance monitoring, allocation of resources, as well as improving governance and controls, and provide unbiased and independent views to safeguard the interest of shareholders.

The Board has a policy where the candidate is selected based on "best fit" regardless of gender.

STATEMENT OF CORPORATE GOVERNANCE

2. STRENGTHEN COMPOSITION (CONT'D)

The size and composition of the Board are reviewed annually. The Nomination Committee ("NC") examines the size and composition of the Board with a view of determining the impact of the number upon effectiveness and makes recommendations to the Board on what it considers an appropriate size and composition for the Board.

The Board is of the view that taking into account the nature and scope of the operations of the Group, the current number of 8 Directors remains optimum and conducive for effective deliberations at Board meetings and for efficient conduct of Board meetings.

The Board is also of the view that it is not necessary to appoint a senior Independent Non-Executive Director as the Chairman of the Board encourages full participation of all Directors at Board meetings which ensures objectivity in the Board deliberations and decisions.

(a) Nomination Committee ("NC")

During the financial period, the NC of the Company comprised the following members:-

- Loh Seong Yew — *Chairman, Independent Non-Executive Director*
  (Resigned on 15.7.2026)
- Poh Shing Huoy — *Member, Independent Non-Executive Director*
  (Resigned on 15.7.2026)
- Adel Raiyan Bin Mohd Razali — *Member, Independent Non-Executive Director*
  (Resigned on 16.7.2026)
- Dr. Ong Chin Yee — *Chairman, Independent Non-Executive Director*
  (Appointed on 16.7.2026, and demised on 17.09.2026)
- James Koh Siaw Heong — *Member, Independent Non-Executive Director*
  (Appointed on 16.7.2026)
- Lim Soo Zee — *Member, Independent Non-Executive Director*
  (Appointed on 16.7.2026)

The Board is in the process of appointing the new Chairman, in replacement of Dr. Ong Chin Yee to the Committee to ensure that its composition complies with the requirement of the ACE Listing Requirement and also adhere to the good governance practice.

The NC reviews and oversees the overall composition of the Board and recommend suitable candidates for appointments to the Board. The NC also conducts annual review of the structure, size and composition of the Board (including skills, knowledge, experience and gender diversity), the performance of the Board, its Committees and individual Directors and those Directors who are due for re-election/re-appointment as well as review Board's succession plans. This process is discussed in detail in the sections under Assessment of the Board, Committee and Directors.

The appointment of committee members is the prerogative of Board members. The Committee members, amongst themselves will appoint the Chairman to the respective committee.

The NC held one (1) meeting during the financial year under review. The details of the terms of reference of NC are available for reference at the Company's website at www.silverridge.com.my. The terms of reference of Nomination Committee was reviewed and adopted on 21 August 2026.

The evaluation process was carried out through a set of questionnaires that need to be completed by respective Director and Committee member regarding the processes of the Board and its Committees, their effectiveness and where improvements could be considered. The criteria for the evaluations are guided by the Corporate Governance Guide-Towards Boardroom Excellence. The evaluation process also involved a peer and self-review assessment, where Directors will assess their own performance and that of their fellow Directors. These assessments and comments were summarised and discussed at the NC meeting which were then reported to the Board at the Board Meeting held thereafter.

STATEMENT OF CORPORATE GOVERNANCE

2. STRENGTHEN COMPOSITION (CONT'D)

(a) Nomination Committee (NR) (Cont'd)

During the financial year under review, the NC carried out the following assessments and satisfied with the results of the assessments:

(i) reviewed and assessed the structure, size, required mix of skills, experience, diversity and other qualities, including core competencies and effectiveness of the Board, as a whole and the Board Committees;

(ii) reviewed and assessed the contribution of each individual Director based on criteria, responsibilities, strength, time commitment and ability to act in the best interests of the Company in decision making;

(iii) To review the needs and recommend for new appointment. To go through the assessment process, the Directors' Fit & Proper Policy before recommend to the Board; and

(iv) reviewed and assessed Director who retire in accordance with the Articles of Association of the Company and eligible for re-election; and thereafter recommended the same to the Board for approval.

(b) Assessment of the Board, Committee and Directors

The NC is empowered by the Board to amongst others, identify and recommend to the Board suitable candidates to the Board and Board Committees, re-election and re-appointment of Directors, review the independence of Independent Directors. The Board's succession planning and training programme are also under the purview of the NC. Succession plans for key management positions are in place and continue to be monitored by Corporate HR. The Board gives equal opportunity based on merit but not on gender diversity selection of Board Members. There is a formal and transparent procedure for appointment of new Directors to the Board, based on merit against objective criteria taking into consideration the following criteria:-

(i) Size, composition, mix of skills, experience, competencies and other qualities of the existing Board members.
(ii) To meet the Directors' Fit and Proper Policy.
(iii) The incumbent's skills, knowledge, expertise and experience, competence and capability, professionalism, probity, personal and financial integrity and reputation and commitment to effectively discharge his/her role as Director. For Independent Non-Executive Director, the independence as defined in the Listing Requirements are considered.
(iv) Directorships of not more than five (5) public listed companies ("PLC") to ensure Directors have sufficient time commitment to fulfill their roles and responsibilities effectively.

The Board Recruitment Process shall involve the following stages: -

1. Identification of candidate;
2. Evaluation of suitability of candidates;
3. Meeting up with candidate;
4. Final deliberation by Nomination Committee; and
5. Recommendation to the Board.

The Articles of Association of the Company provides that all Directors should submit themselves for re-election at least once every 3 years in compliance with ACE LR. It also provides that one third (1/3) of the Board for the time being and those appointed during the financial year shall retire from office and be eligible for re-election at every AGM. Any new Director appointed during the year is required to stand for election at the next AGM.

STATEMENT OF CORPORATE GOVERNANCE

2. STRENGTHEN COMPOSITION (CONT'D)

(b) Assessment of the Board, Committee and Directors (Cont'd)

Prior to the tabling of the re-election/re-appointment of Director(s) to the shareholders, the NC will review and assess the skills and contribution of the Directors concerned. The evaluation process was carried out through a set of questionnaires to be completed by each NC member in respect to each of Director whom seeking for re-election and eligible for re-appointment. The evaluation process is guided by the Directors' Fit & Proper Policy, details are available for reference at the Company's website at www.silverridge.com.my. The NC is based on consortium view and agreement before recommend to the Board in support of their re-election/re-appointment by the shareholders at the AGM.

The NC assessed and was in consortium, satisfied and made recommendations to the Board for re-election/re-appointments with regards to the following:

(i) The re-election of the director, Y.A.M Tengku Shahrain Shah Bin Tengku Sulaiman Shah, who is due to retirement but shall be eligible for re-election pursuant to Article 130 of the Articles of Association of the Company at the forthcoming 21st AGM;

(ii) The re-election of the director, Encik Mohd Fais Bin Mohd Hamdan, who is due to retirement but shall be eligible for re-election pursuant to Article 129 of the Articles of Association of the Company at the forthcoming 21st AGM;

(iii) The re-election of the director, Mr. James Koh Siaw Heong, who is due to retirement but shall be eligible for re-election pursuant to Article 129 of the Articles of Association of the Company at the forthcoming 21st AGM;

(iv) The re-election of the director, Mr. Tan Kok Chin, who is due to retirement but shall be eligible for re-election pursuant to Article 129 of the Articles of Association of the Company at the forthcoming 21st AGM;

(v) The re-election of the director, Ms. Lim Soo Zee, who is due to retirement but shall be eligible for re-election pursuant to Article 129 of the Articles of Association of the Company at the forthcoming 21st AGM; and

(vi) The re-election of the director, Mr. Nigel Law Hun Chuen, who is due to retirement but shall be eligible for re-election pursuant to Article 129 of the Articles of Association of the Company at the forthcoming 21st AGM.

The profiles of these Directors are set out on pages 9 to 15 of the Annual Report.

The assessment of the independence of each Independent Director is based on the criteria for independence as defined in ACE LR. The four (4) Independent Non-Executive Directors do not participate in the day-to-day management of the Company and they remain free of any business or relationship with the Company which could reasonably be perceived to materially interfere with their exercise of unfettered and independent judgement. In staying clear of any potential conflict of interest situation, the Independent Non-Executive Directors remain in a position to fulfil their responsibility to provide check and balance to the Board. The Board holds the view that the ability of an Independent Director to exercise independence is not a function of his length of service as an Independent Director. The suitability and ability of an Independent Director to carry out his roles and responsibilities effectively are very much a function of his calibre, qualifications, experience and personal qualities.

Directors are not appointed for a fixed term. The Board does not impose a term of limitation. Term limits hold the disadvantage of losing Directors who have been able to contribute, over a period of time, increasing insight into the Group and its operations and, therefore, provide an increasing contribution to the Board as a whole.

The NC, pursuant to the annual review that was carried out, was satisfied that the size of the Board is optimum, well-balanced with appropriate mix of skills and experience in the composition of the Board and its Committees.

STATEMENT OF CORPORATE GOVERNANCE

2. STRENGTHEN COMPOSITION (CONT'D)

(c) Remuneration Committee ("RC")

During the financial period, the RC of the Company comprised of the following members:-

- Loh Seong Yew — *Chairman, Independent Non-Executive Director*
  (Resigned on 15.7.2026)
- Poh Shing Huoy — *Member, Independent Non-Executive Director*
  (Resigned on 15.7.2026)
- Adel Raiyan Bin Mohd Razali — *Member, Independent Non-Executive Director*
  (Resigned on 16.7.2026)
- Lim Soo Zee — *Chairman, Independent Non-Executive Director*
  (Appointed on 16.7.2026)
- Dr. Ong Chin Yee — *Member, Independent Non-Executive Director*
  (Appointed on 16.7.2026, and demised on 17.09.2026)
- James Koh Siaw Heong — *Member, Independent Non-Executive Director*
  (Appointed on 16.7.2026)

The Board is in the process of appointing the new member, in replacement of Dr. Ong Chin Yee to the Committee to ensure that its composition complies with the requirement of the ACE Listing Requirement adhere to the good governance practice.

RC's primary function is to set up and review the policy of remuneration framework and recommend to the Board the remuneration packages of all the Directors. RC is authorized to review the performance of the Executive Board and recommended specific adjustments in remuneration and/or reward payments, reflecting their contributions for the year; and review as well the annual salary increments and bonuses of key senior management officers. RC also reviews NEDs' fees in line with the responsibilities and contributions made by them to the effective functioning of the Board, whereupon recommendation was submitted to the Board for approval. In its deliberation, RC will also take into consideration industry practices and norms in compensation in addition to the Company's relative performance to the industry and performance of the individual Directors. No Directors will be involved in deciding his or her own remuneration.

The RC held one (1) meeting during the financial year under review. The details of the terms of reference of RC are available for reference at the Company's website at www.silverridge.com.my. The terms of reference of Remuneration Committee was reviewed and adopted on 21 August 2026.

The objective of the Company's Directors' Remuneration and Key Management Framework is to attract and retain Directors needed to run the Company efficiently, the framework is available on the Company's website at www.silverridge.com.my. The Directors' Remuneration and Key Management Framework was reviewed and adopted.

For Executive Board, the components of Directors' remuneration are structured on the basis of linking rewards to corporate and individual performance. Performance is measured against profits and other targets set from the Company's annual budget and plans. The Non-Executive Director's remuneration reflects the experience, expertise and level of responsibilities undertaken by the individual Non-Executive Director concerned.

The fees payable to Directors are determined by the Board with the approval of shareholders at AGM. All Non-Executive Directors are paid meeting allowance for attending each Board or Committee meeting. The Directors do not participate in decision regarding their own remuneration packages.

Evaluation of the Directors' remuneration is performed once a year, and this process has been conducted by RC whereupon recommendations were submitted to the Board for approval.

STATEMENT OF CORPORATE GOVERNANCE

2. STRENGTHEN COMPOSITION (CONT'D)

(c) Remuneration Committee (Cont'd)

Aggregate remuneration of Directors, distinguishing between Executive Directors and Non-Executive Directors, are categorized into appropriate components for FY2026 as follows:

Name	Salary and Other Emoluments (RM)	Fees (RM)	Defined Contribution Plan (RM)	TOTAL (RM)
Executive Directors				
Vincent Gan Kean Cheang *(Appointed on 25.8.2025)*	264,448			264,448
Mohd Fais Bin Mohd Hamdan *(Appointed on 30.6.2026)*	152,853			152,853
Dato' Khoo Yik Chou (David) *(Resigned on 26.6.2026)*				
Tan Win Sen *(Resigned on 15.10.2025)*				
Syakur Bin Dato' Mohd Suhaimi *(Resigned on 26.06.2026)*				
Syauqat Bin Dato' Mohd Suhaimi *(Resigned on 26.06.2026)*				
Total for Executive Directors	417,301			417,301
Non-Executive Directors				
Y.A.M Tengku Shahrain Shah Bin Tengku Sulaiman Shah		130,000		130,000
Neo Chen Yee *(Appointed on 15 October 2025)*				
Loh Seong Yew *(Resigned on 15.7.2026)*				
Adel Raiyan Bin Mohd Razali *(Resigned on 16.7.2026)*				
Poh Shing Huoy *(Resigned on 15.7.2026)*				
Total for Non-Executive Directors		130,000		130,000

Notes:
* Other emoluments include rental payments, cars, drivers, medical coverage and club memberships.

STATEMENT OF CORPORATE GOVERNANCE

2. STRENGTHEN COMPOSITION (CONT'D)

(c) Remuneration Committee (Cont'd)

Aggregate remuneration of Directors in respective bands of RM50,000 during the year was as follows:

Range of Remuneration	Company		Group	
	Number of Directors		Number of Directors	
	Executive	Non-Executive	Executive	Non-Executive
Below RM 50,000				
RM 50,000 to RM 100,000		1		1
RM 100,000 to RM 150,000				
RM 150,000 to RM 200,000	2		2	
RM 400,000 to RM 450,000		1		1
RM 950,000 to RM 1,000,000				

The Board is of the view that the disclosure of remuneration of Directors on named basis will not be in the best interest of the Group. Hence, the transparency and accountability aspects of the corporate governance on Directors' remuneration are appropriately served by the band disclosure.

The Board believes that disclosure of remuneration of key senior management on named basis would not be in the best interest of the Company to uphold confidentiality and sensitivity.

Aggregate remuneration of Key Senior Management in respective bands of RM50,000 during the financial review was as follows:

Range of Remuneration	Company		Group	
	Number of Key Senior Management		Number of Key Senior Management	
	Executive	Non-Executive	Executive	Non-Executive
Below RM 50,000		10		
RM 50,000 to RM 100,000	15		3	
RM 100,000 to RM 150,000	3			
RM 150,000 to RM 200,000				
RM 400,000 to RM 450,000				
RM 950,000 to RM 1,000,000				

(d) Gender Diversity Policy

The Board has no immediate plan to implement gender diversity policy. In consideration of Board appointment, the Board believes in providing equal opportunity to candidates who have the necessary skills, experience, commitment, core competencies and other qualities regardless of gender, ethnicity and age. Nevertheless, the Board endeavors to support diversity in terms of skills, industrial knowledge and experiences.

STATEMENT OF CORPORATE GOVERNANCE

3. REINFORCE INDEPENDENCE

(a) Annual Assessment of Independence and Tenure of Independent Directors

The Board through the Nomination Committee assesses the independence of the Independent Directors on an annual basis. The Board is aware of the recommended tenure of an Independent Director which should not exceed a cumulative or consecutive term of a total of nine years as per the recommendation of the MCCG 2021. However, the Board is of the opinion that the ability of a Director is very much a function of his caliber, qualification, experience and personal qualities, particularly of his integrity and objectivity, regardless of his tenure as an Independent Non-Executive Director.

In respect of the financial year under review, the self-assessment checklist for Independent Directors indicated that the Board consists of a good balance of Independent Directors and the Directors are capable to resolve those potential areas of conflicts that may impair the independence of the Independent Directors.

(b) Shareholders' Approval for Re-Appointment of Independent Directors

Pursuant to MCCG 2021 the tenure of an Independent Director should not exceed a cumulative term of nine (9) years. Upon completion of the nine (9) years, an Independent Director may continue to serve the Board subject to his/her re-designation as a Non-Independent Director. In the event such Director is to be retained as an Independent Director the Board must first justify and seek annual shareholders' approval. If the Board continues to retain the independent director after the ninth year, annual shareholders' approval must be sought through a two-tier voting process to retain the said director as an Independent Director.

None of the Independent Non-Executive Directors served for more than 9 years.

(c) Separation roles and responsibilities between Chairman and the Managing Director

The positions of Chairman and Group Managing Director are held by two different individuals in line with the recommendation of the Code to ensure that there is an appropriate balance of power and role, responsibility and accountability at Board level. The Group Managing Director focuses on the day-to-day operations and management of the Group while the Independent Non-Executive Chairman leads the Board in the oversight of management.

4. FOSTER COMMITMENT

(a) Time commitment and directorship in other companies

The Board conducts at least 4 scheduled meetings annually, with special meetings convened as warranted by specific circumstances. Board meetings are also supplemented by resolutions circulated to the Directors for decision between the scheduled meetings.

STATEMENT OF CORPORATE GOVERNANCE

4. FOSTER COMMITMENT (CONT'D)

(a) Time commitment and directorship in other companies (Cont'd)

During FY2026, four (4) Board meetings were held. All Directors have complied with the requirements in respect of Board meeting attendance. The details of attendance are as follows:

Name of Director	Attendance
Y.A.M Tengku Shahrain Shah bin Tengku Sulaiman Shah *(Chairman/Independent Non-Executive Director)*	4/4
Vincent Gan Kean Cheang *(Group Managing Director)*	4/4
Mohd Fais Bin Mohd Hamdan *(Executive Director/Chief Operating Officer)* *(Appointed 30 June 2026)*	1/4
James Koh Siaw Heong *(Independent Non-Executive Director)* *(Appointed 16 July 2026)*	1/4
Lim Soo Zee *(Independent Non-Executive Director)* *(Appointed 16 July 2026)*	1/4
Tan Kok Chin *(Independent Non-Executive Director)* *(Appointed 16 July 2026)*	1/4
Nigel Law Hun Chuen *(Non-Independent Non-Executive Director)* *(Appointed 16 July 2026)*	1/4
Neo Chen Yee *(Independent Non-Executive Director)* *[Appointed on 15 October 2025]*	3/4
Dr. Ong Chin Yew *(Independent Non-Executive Director)* *(Appointed 16 July 2026, and demised on 17 September 2026)*	-
Dato' Khoo Yik Chou *(Resigned on 26.06.2026)*	3/4
Syauqat Bin Dato' Mohd Suhaimi *(Resigned on 26.06.2026)*	3/4
Syakur Bin Dato' Mohd Suhaimi *(Resigned on 26.06.2026)*	3/4
Loh Seong Yew *(Resigned on 15.07.2026)*	3/4
Poh Shing Huoy *(Resigned on 15.07.2026)*	3/4
Adel Raiyan Bin Razali *(Resigned on 16.07.2026)*	3/4

The Directors are in compliance with the provisions of the ACE Listing Requirements on the restriction of not holding more than five (5) directorships in listed issuers.

STATEMENT OF CORPORATE GOVERNANCE

4. FOSTER COMMITMENT (CONT'D)

(a) Time commitment and directorship in other companies (Cont'd)

Board reports include, among others, information on the Group's financial and operational performance, annual budgets, acquisitions and disposals of undertakings and properties of a substantial value, minutes of Board Committees, shareholding structure of the Company, securities transaction of the Directors and substantial shareholders and other related business matters that require the Board's deliberation and due approval, are circulated to all Directors ahead of the scheduled meetings to enable the Directors to peruse, obtain additional information and/or seek further explanations or clarification on the matters to be deliberated. The senior management officers are invited to attend the Board meetings to report to the Board on matters relating to their areas of responsibility, and also to brief and provide details to the Directors on recommendations or reports submitted to the Board. Presentations and briefings by external consultants and legal advisors are also held at Board meetings to assist the Directors to deliberate and decide on relevant issues.

In the event of potential conflict of interests, the Director in such position will make a declaration in the meeting and abstain from deliberation and decision of the Board on the subject proposal. A record of the Board's deliberations of the issues discussed and conclusions reached in discharging its duties and responsibilities is captured in the minutes of each meeting. Minutes of each Board meeting are circulated to each Board member prior to confirmation of the minutes in the next Board meeting.

The Directors are also notified of any corporate announcement released to Bursa Securities and the impending restriction in dealing with the securities of the Company prior to the announcement of financial results or corporate proposals. Directors are also expected to observe insider trading laws at all times when dealing with securities within the permitted trading period.

Directors have full and unrestricted access to all information and records of the Company and also the advice and services of senior management and Company Secretary in furtherance of their duties. Directors may seek external legal or independent professional advice on any matters connected with the discharge of their responsibilities as they may deem necessary and appropriate.

(b) Directors' training

During financial period, the Directors had attended various training programmes, conferences and workshops which they have individually or collectively considered as relevant and useful in contributing to the effective discharge of their duties as Directors. The Directors had attended/participated in one or more of the following training programmes/conference/workshops in the said period

The following Directors attended the Mandatory Accreditation Programme (MAP) conducted by the Institute of Corporate Directors Malaysia (ICDM):

Director	Training Attended
Vincent Gan Kean Cheang	12 & 13 November 2025
Neo Chen Yee	28 & 29 January 2026

With the exception of the newly appointed Directors, all other Directors have completed both Part I and Part II of the Mandatory Accreditation Programme ("MAP").

The Company Secretary, together with management, has circulated appropriate trainings, briefings, seminars and conferences, covering topics on governance, risk management, accounting, general management and investor relations, for consideration by Board members to keep themselves updated on changes to the legislations and regulations affecting the Group.

In addition, the Company will forward from time-to-time updates on any changes to the statutory, corporate and regulatory requirement relating to Directors' duties and responsibilities or the discharge of their duties as Directors. The external auditors have also briefed the Board on the changes to the Malaysian Financial Reporting Standards that affect the Group's financial statements.

STATEMENT OF CORPORATE GOVERNANCE

5. UPHOLD INTEGRITY IN FINANCIAL REPORTING

(a) Compliance with applicable financial reporting standards

The Board is committed to providing a balanced, clear and comprehensive assessment of the financial performance and prospects of the Group in all disclosures made to stakeholders and regulatory authorities.

The Board, assisted by ARMC, oversees the financial reporting process and the quality of the financial reporting of the Company. ARMC reviews and monitors the integrity of the Company's annual and interim financial statements. It also reviews the appropriateness of the Company's accounting policies and the changes to these policies as well as ensures these financial statements comply with accounting standards and regulatory requirements.

The Board is responsible for ensuring that the financial statements give a true and fair view of the state of affairs of the Group and of the Company as at the end of the financial year and of the results of their operations and cash flows for the year ended on that date. The Directors have ensured that the financial statements of the Group and of the Company are drawn up in accordance with the requirements of the applicable approved accounting standards for entities other than private entities issued by the Malaysian Accounting Standard Board and the provisions of the Companies Act 2016.

The Directors are also responsible for such internal controls as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

The Statement of Directors' Responsibility in respect of the preparation of the annual audited financial statements of the Company is set out on page 54 of this Annual Report.

The Board is satisfied that it has met its obligation to present a balanced and understandable assessment of the Company's position and prospects in the Directors' Report and the Financial Statements of this annual report.

(b) Suitability and Independence of External Auditors

The Board maintains a formal and transparent professional relationship with the Group's auditors, both external and internal, through ARMC. Key features underlying the relationship of ARMC with the auditors are detailed in the Audit and Risk Management Committee Report.

The external auditors of the Company fulfill an essential role on behalf of the Company in giving an assurance to the shareholders and others, of the reliability of the financial statements of the Company.

The external auditors have an obligation to bring to the attention of the Board, the ARMC and the Company's management any significant deficiency in the Company's systems of reporting, internal control and compliance with approved accounting standards as well as legal and regulatory requirements. The ARMC will have a private session with the external auditors at least once a year in the absence of the Executive Directors and management. The external auditors will be at ease to raise any issue of concern to the ARMC.

The external auditors have confirmed to the Board that they are and have been independent throughout the conduct and audit engagement in accordance with the terms of relevant professional and regulatory requirements. The Board has received written declaration from the external auditors of their independence throughout the terms of their engagement in accordance with the terms of the relevant professional and regulatory requirements including the by-laws of the Malaysian Institute of Accountants.

The ARMC and the Board will look into policy governing the circumstances under which contracts for provision of non-audit services could be entered into by the external auditors.

STATEMENT OF CORPORATE GOVERNANCE

6. RECOGNISE AND MANAGE RISK

(a) Sound Framework to Manage Risk

The Board has the ultimate responsibility to review the Company's risks, approving the risk management framework and policy and overseeing the Company's strategic risk management and internal control framework.

An overview of the state of internal controls and risk management within the Group is spelt out in this Annual report under the Statement on Risk Management and Internal Control ("SORMIC").

(b) Internal audit function

The Board has an overall responsibility in maintaining the Group's system of internal control which includes the establishment of an appropriate control environment and framework, to review its effectiveness, adequacy and integrity. While acknowledging their responsibility over the internal control system, the Directors are aware that the Group's system of internal control is designed to manage rather than eliminate risks and therefore cannot provide absolute assurance against material misstatement, fraud and loss.

To assist the Board in maintaining a sound system of internal control for the purposes of safeguarding shareholders' investment and the Group's assets, the Group has outsourced the internal function to an independent firm of consultants. The out-sourced internal auditors report to ARMC and provide the Board with much assurance it requires regarding the adequacy and integrity of the system of internal control. As risk management is a significant component of a sound system of internal control, the management has also put in place a risk management process to help the Board in identifying, evaluating and managing risks.

The senior management and respective Head of Department are tasked to ensure appropriate action plans are implemented within the agreed time frame with the Internal Audit undertaking regular follow-up audits to monitor the status of compliances.

The cost incurred for the internal audit function in respect of FY2026 amounted to RM 17,230.43 (FY2025: RM11,000.00).

The Board is satisfied that a continual process for identifying, evaluating and managing significant risks has been in place for FY2026 and up to date of this Annual Report.

An overview of the state of internal control of the Group is set out under the SORMIC in this Annual Report.

7. ENSURE TIMELY AND HIGH-QUALITY DISCLOSURE

(a) Corporate Disclosure Policy

The Board acknowledges the importance of ensuring prompt dissemination of information to shareholders and regulatory bodies with the intention of giving as clear and complete information of the Group's position and financial performance as possible within the boundaries of practicality and legal and regulatory framework governing release of material and price sensitive information.

The Board will take reasonable steps to ensure that all investors will enjoy equal access to such information to avoid an individual or selective disclosure.

The Company is committed to a proactive and continuous dialogue with all shareholders and investors including appropriate disclosure and transparency of information to ensure that they can make informed assessment of the Group's value and prospects. In this respect, the Company embraces the "Best Practices in Corporate Disclosure" issued by Bursa Securities.

STATEMENT OF CORPORATE GOVERNANCE

7. ENSURE TIMELY AND HIGH-QUALITY DISCLOSURE (CONT'D)

(b) Leverage on information technology for effective dissemination of information

All communications with the media/public and disclosures made to Bursa Securities are in accordance with the Company's Disclosure Policy. All information reported to the market via the regulatory information service appears as soon as practicable on the corporate website at www.silverridge.com.my to promote accessibility of information to investors and general public.

8. STRENGTHEN RELATIONSHIP WITH SHAREHOLDERS

The Company recognises the rights of shareholders and encourages the effective exercise of those rights in the Company's AGM. AGM is the principal forum for shareholders to have an open communication with the Directors and senior management. At every AGM, the Board encourages shareholders to participate in the proceedings and ask questions on the resolutions being proposed and corporate developments. The Chairman and Group MD respond to shareholders' questions, where appropriate, during the meeting. The attendance of the Board of Directors at the 20th AGM held on 28 November 2025 was satisfactory.

For good corporate governance practice, the notice of the AGM and the Annual Report are to be sent to all Shareholders at least twenty-eight (28) days prior to the meeting. So that the Shareholders have sufficient time to study and consider on the resolutions to be discussed at the AGM and to encourage greater shareholders' participation at the AGM.

The Company also conducts dialogues, briefings and meetings with fund managers, financial analysts and the media to provide updates and new developments about the Group based on permissible disclosures. However, information that is price-sensitive or that may be regarded as undisclosed material information about the Group is not disclosed in these sessions until after the prescribed announcement to Bursa Securities has been made.

The Company recognises the importance of accountability to shareholders and effective communication between the Company and investors. The Company has established its own website at www.silverridge.com.my which contains vital information concerning the Group that inclusive of financial results as well as other relevant financial data, Company's announcements to Bursa Securities, media releases, quarterly results, annual reports, CG Reports, that been updated on regular basis.

Whilst the Company aims to provide sufficient information to shareholders and investors about the Group's activities, it also recognises that shareholders and investors may have specific queries and require additional information. To ensure that shareholders and investors can obtain all relevant information to assist them in exercising their rights as shareholders, these queries may be directed to this email address: enquiries@silverridge.com.my. To better serve stakeholders of the Group, a feedback page on the website provides an avenue for stakeholders to suggest improvements via corporate@silverridge.com.my.

COMPLIANCE WITH THE CODE

The Board has taken necessary practical and appropriate steps to comply with the requirements of the ACE Market Listing Requirements of Bursa Securities in relation to applications of principles and adoption of best practices of good corporate governance as set out in MCCG 2021. The Group will continue to review its governance principles and recommendations in its pursuit of achieving the highest level of transparency, accountability and integrity.

The Board has reviewed and approved the Statement of Corporate Governance on 29 October 2026.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

MEMBERSHIP

During the financial period, the Audit and Risk Management Committee (the "Committee") comprised the following members:

Director	Position	Attendance	%
James Koh Siaw Heong *(Appointed on 16.07.2026)*	Chairman/ Independent Non-Executive Director	1/4	25
Lim Soo Zee *(Appointed on 16.07.2026)*	Member, Independent Non-Executive Director	1/4	25
Loh Seong Yew *(Resigned on 15.07.2026)*	Chairman, Independent Non-Executive Director	3/4	75
Poh Shing Huoy *(Resigned on 15.07.2026)*	Member, Independent Non-Executive Director	3/4	75
Adel Raiyan Bin Mohd Razali *(Resigned on 16.07.2026)*	Member, Independent Non-Executive Director	3/4	75
Dr. Ong Chin Yee *(Appointed on 16.07.2026)* *(Deceased on 17.09.2026)*	Member, Independent Non-Executive Director	-	-

As at the date of this Annual Report, the Committee comprises two (2) members. The Board is in the process of appointing an additional member to the Committee to ensure that its composition complies with the requirements of Listing Requirement 15.09 of the Ace Market Listing Requirements of Bursa Malaysia Securities Berhad.

MEETINGS

The Committee convened four (4) meetings during the period, which were attended by the members. Other members of the Board, including the senior management attended upon invitation by the Chairman of the Committee.

The meetings were appropriately structured through the use of agendas and supporting Board Papers, which were distributed to members with sufficient notification.

The external auditors were present at one (1) Audit and Risk Management Committee meeting during the financial period.

SUMMARY OF ACTIVITIES

The Committee carried out its duties in accordance with its Terms of Reference.

During the financial year ended 30 June 2026, the Committee carried out the following activities in accordance with its terms of reference:-

(a) The Committee had reviewed the unaudited quarterly financial results as well as the annual audited financial statements of the Group. The review, covers among others, an assessment on the appropriateness of the accounting policies applied. The Committee had sought explanations and additional information from the Executive Directors on the reasons for the variance / fluctuations in the financial performance of the Group, including the key income and operating expenses;

(b) In reviewing the annual financial results of the Group, the Committee communicated with the external auditors, Messrs Ong & Wong ("ONG & WONG"), focusing on significant matters highlighted including financial reporting issues, significant judgement made by the Management, significant and unusual events or transactions, and how these matters are addressed, and compliance with the applicable approved accounting/auditing standards in Malaysia and other legal and regulatory framework;

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

SUMMARY OF ACTIVITIES (CONT'D)

During the financial year ended 30 June 2026, the Committee carried out the following activities in accordance with its terms of reference (cont'd):-

(c) The committee reviewed and evaluated ONG & WONG's audit plan for the financial year ended 30 June 2026. ONG & WONG's audit plan covered its engagement team, concept of materiality, independence and objectivity, and the areas of audit emphasis. The committee also reviewed key audit issues raised by ONG & WONG from its annual audit in its management letter including Management's responses/actions taken on the resolution of such issues;

(d) The Committee had assessed the independence and objectivity of ONG & WONG prior to the appointment of ONG & WONG for non-audit services. Based on the assessment, the Committee was satisfied that there was no conflict-of-interest situation. In addition, the accumulated fees quoted for non-audit services are within the allowable threshold set;

(e) The Committee had assessed if there is any recurrent related party transactions may arise within the Group. This is to ensure that the transactions are entered into on arm's length basis and are comparable to market price; and benefits the Group in terms of revenue, efficiency, improving the profile and increasing the Group's customer base; and

(f) The Committee had assessed if there is any conflict of interest or potential conflict of interest situation that arose, persist or may arise within the Group including any transaction, procedure or course of conduct that raises questions of management integrity, and the measures taken to resolve, eliminate, or mitigate such conflicts.

INTERNAL AUDIT FUNCTION

The Group engaged an independent professional firm as consultant to carry out the internal audit function for the financial year. The Internal Audit has been discharging its duties in monitoring the effectiveness of the existing internal control systems of the Group. The outsourced internal auditors had conducted assessment on Silver Ridge Group during the financial year.

During the year under review, the internal audit function presented three reports to the Committee covering various business cycles. The internal auditors also followed up on audit recommendations for prior audits to ensure that an adequate action plan has been in place to improve the internal controls. The audit ascertained that the risks were effectively mitigated by the controls.

The total cost incurred for the internal audit and risk assessment in relation to the conduct of the internal audit functions of the Group during the financial year 2026 amounted to RM17,230.43.

During the financial year, the Group has undertaken the following activities:

(a) Performed audit work in accordance with the pre-approved internal audit plan;

(b) Carried out reviews on the systems of internal control of the Group to ensuring proper safeguarding of assets, records and transactions accurately maintained, monitoring the quality of assets; compliance with relevant laws and regulations; adherence to established policies and procedures; and management efficiency;

(c) Internal audit adopts a risk-based approach to prioritize the audit work and to scope the audits on high-risk auditable areas. Internal audit's assurance provides a comprehensive review on the established controls to determine if they have been appropriately and effectively applied, in consistent with the Group's risk management policies. Recommendations for improvements to the existing system of internal controls and work processes were made to the Management where necessary;

(d) Internal audit also carried out on Human Resources and Payroll Management;

(e) Reviewed and comment on the effectiveness and adequacy of the existing internal control policies and procedures; and

(f) Provided recommendations, if any, for the improvement of the internal control policies and procedures.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

This Statement On Risk Management And Internal Control ("SORMIC") is made pursuant to paragraph 15.26(b)of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad which requires the Board of Directors of public listed companies to make disclosure concerning risk management and internal controls. The preparation of this SORMIC is also prepared based on the Principle B of the Malaysian Code of Corporate Governance 2021 ("MCCG") and the Board has taken into consideration the guidance set out in the SORMIC: Guidelines for Directors of Listed Issuers ("the Guideline") and outlines the key elements of the risk management and internal control systems of the Group for the financial year under review.

The Board recognises the importance of a sound system of internal controls and risk management practices to facilitate good corporate governance and is pleased to present this Statement of Risk Management and Internal Contril of the Company and its subsidiaries ("the Group") for the financial year ended 30 June 2026.

BOARD'S RESPONSIBILITY

The Board affirms its overall responsibility for the Group's system of internal controls and risk management which includes the establishment of an appropriate control environment and framework and for reviewing its adequacy and effectiveness. The Board ensures that the Management maintains a sound system of internal controls and effective risk management policies to safeguard shareholders' investments and the Group's assets.

The responsibility for reviewing the adequacy and integrity of the system of internal controls and risk management has been delegated to the Audit and Risk Management Committee ("ARMC"). The ARMC obtains the assurance of the adequacy and integrity of the system of internal controls and risk management through independent reviews conducted by the Management.

The Board believes because of the inherent limitation in any system of internal controls and risk management, it is not possible to eliminate entirely the risk that may prevent the Group from achieving its business objectives but rather manage the risk within the risk appetite of the Board. The system, by its nature, can only give reasonable but not absolute assurance against any material misstatement or loss due to material errors, poor decision-making judgments, human errors, losses, fraud or other irregularities.

MANAGEMENT RESPONSIBILITY

The management of the Group is responsible for the implementation of the Group's policies and processes for identifying, evaluating, measuring, monitoring, and reporting risks, as well as ensuring the effectiveness of internal control systems. This includes taking appropriate and timely remedial actions to address any identified weaknesses. The key responsibilities of the management of the Group include, among others, are as follows:

- Identifying and assessing risks relevant to the Group's business operations and the achievement of its strategic objectives;
- Designing, implementing, and maintaining the Group's risk management framework in line with our Group's strategies and risk appetite, as well as monitoring its effectiveness; and
- Reporting to the Board on significant risk developments, including changes in risk profiles, emerging risks, and the actions taken to manage and mitigate such risks in a timely manner.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

RISK MANAGEMENT FRAMEWORK

The Group has initiated a formal risk identification process to identify, assess and evaluate significant risks impacting the Group. The formal risk identification process is supported by detailed procedures, methodologies, evaluation criteria and documentation requirements to ensure that key risks of the Group are properly identified, assessed, evaluated and continuously monitored. The said process requires management to comprehensively identify and assess all types of risks in terms of likelihood, and magnitude of impact as well as to identify and evaluate the adequacy and application of mechanisms in place to manage, mitigate, avoid or eliminate these risks.

The key risk identified, assessed and evaluated through the above process are documented and presented to the Board for review and assessment. The Board will review these risks on an annual basis to assess whether additional controls should be implemented to manage the key risks identified within the risk appetite of the Board.

KEY ELEMENTS OF INTERNAL CONTROL

The key elements of the Group's internal controls are:

- Cleary defined delegation of responsibilities of the Board, Committees and Management of the Group including level authorization;
- Detailed budgeting process whereby the Group prepares budgets for the coming year which are approved by the Board;
- Regular and comprehensive information provided to the Board of Directors and Management, covering operational performance;
- Monitoring actual results against the budget on a quarterly basis. Significant variance is investigated and followed up; and if necessary, management actions are taken;
- Ongoing efforts for process improvement with aim for achieving the Company's mission statement;
- The ARMC was established to assist and provide the Board with reasonable assurance in discharging their responsibilities;
- Quarterly review of the financial performance of the Group by the Board and ARMC;
- Defined organization structure and delegation of responsibilities;
- Policies, Procedures and Standard Operating Procedures which are systematically documented, revised and made available to guide employees in their daily operations;
- Operations review meetings are held by the respective business units to monitor the progress of business operations, deliberate significant issues and formulate corrective measures;
- An ISO 9001 Quality Management System Committee who reviews processes and documentation. Surveillance audits are conducted by assessors of the ISO certification bodies on a yearly basis to ensure that the system is adequately implemented. Areas for improvement are highlighted, and the implementation of the recommendations are monitored;
- A structure recruitment progress, a performance appraisal system and a wide variety of training and development programs are in place to maintain staff competency;
- The Code of conduct was communicated to all employees of the Group.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTERNAL AUDIT

Silver Ridge Holdings Bhd ("the Group") has an established internal audit ("IA") function which reports directly to the Audit and Risk Management Committee ("ARMC"). The IA function provides independent and objective assurance on the adequacy and effectiveness of the Group's internal control and risk management systems.

The Board has outsourced its internal audit function to an independent professional consulting firm to provide the Board with assurance regarding the adequacy and effectiveness of the internal control system and to assist the Group in achieving its objectives through systematically evaluating and improving the risk management, internal controls and corporate governance within the Group. The internal auditor provides periodic reports to the ARMC, reporting on issues relating to internal controls and the associated risks together with recommendations for appropriate actions to the ARMC. The ARMC is chaired by an Independent Non-Executive Director, and its members comprise wholly of Independent Non-Executive Directors.

The internal auditor's responsibilities include planning and performing its internal audit activities to obtain assurance that controls implemented are adequate, relevant and in operation to manage key financial, operational and compliance risks.

The Board confirms that the Group has an adequate and conducive control environment for it to accomplish its business objectives. The Group's internal control system encompasses the Board and its various Board Committees with its specific Terms of Reference, Executive Management that is accountable for all its actions and various monitoring and reviewing of procedures that are embedded in the Group's processes. The Board reviews these control processes regularly to ensure effective systems of internal control are maintained within the Group.

During the financial year under review, the internal auditor reviewed critical business processes, identified risks and internal control gaps, assessed the effectiveness and adequacy of the existing state of internal control of the key subsidiaries and recommended possible improvements to the internal control systems. A summary of findings and recommendations were discussed at the ARMC meetings and the status of implementation of the actions agreed by Management were tracked and reported to the ARMC.

For the financial year ended 30 June 2026, the key subsidiary of the Group, Ingress Delta Construction Sdn. Bhd., was audited and the internal auditors had presented their status report and the follow-up actions on previously reported audit findings in the following areas: -

Audit Period	Date of Report	Audited Areas
1st July 2025 to 30th June 2026	21st IA Report Dated 14th August 2026	Key Business Process • Project/Work Order Execution • Billing and Collection Management

A total of RM17,230.43 was spent on internal audit activities during the financial year ended 30 June 2026.

EFFECTIVENESS OF INTERNAL CONTROL

The review and assurance of the system of the internal control is an ongoing process. The Board continuously takes measures to strengthen the internal control environment. For the financial year under review, there were no material losses as a result of weakness in the control system that would require disclosure in the Annual Report. The Board will continue to improve and enhance the existing system of internal control to ensure its adequacy and relevance on safeguarding the shareholders' interests and Group's assets.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

ASSURANCE FROM MANAGEMENT

The Board has received assurance from the Executive Management team that the Group's risk management and internal control systems are operating adequately and effectively, in all material aspects, during the financial year under review.

In preparing this Statement, the Board has relied on the assurance provided by Management, as well as the ongoing reviews performed by the IAF and other relevant control mechanisms within our Group.

REVIEW OF THIS STATEMENT BY EXTERNAL AUDITORS

The External Auditors have reviewed this Statement on Risk Management and Internal Control in accordance with Audit and Assurance Practices Guides ("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 Accountant ("MIA"). Based on the review, the External Auditors have reported to the Board that nothing has come to their attention that causes them to believe that this Statement intended to be included in the Annual Report of the Group, in all material aspects:

(a) has not been prepared in accordance with the disclosures required by paragraph 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, or

(b) is factually inaccurate.

AAPG 3 does not require the external auditors to form an opinion the adequacy and effectiveness of the risk management and internal control systems of the Group including the assessment and opinion by the Board of Directors and management thereon. The auditors are also not required to consider whether the processes described to deal with material internal control aspects of any significant problems disclosed in the Annual Report will, in fact, remedy the problems.

Based on the review procedures performed and the evidence obtained, the External Auditors have reported to the Board that nothing has come to their attention to indicate that this SORMIC has not been prepared, in all material respects, in accordance with the disclosures required by Section 7 of the SORMIC: Guidelines for Directors of Listed Companies ("SORMIC Guide 2025"), nor that the Statement contains any factual inaccuracies.

CONCLUSION

For the financial year under review and up to the date of issuance of the Financial Statement, the Board has received assurance from the Chief Executive Officer and is satisfied with the adequacy, integrity and effectiveness of the Group's systems of internal control and risk management. Due to the changing circumstances and conditions, the effectiveness of an internal control system may vary from time to time, and the Board will continually evaluate and take measures to strengthen the internal control system.

This statement on Risk Management and Internal Control is approved by the Board on 29 October 2026.

ADDITIONAL COMPLIANCE INFORMATION
REQUIRED BY BURSA MALAYSIA SECURITIES BERHAD ACE MARKET LISTING REQUIREMENTS

MATERIAL CONTRACTS INVOLVING DIRECTORS AND SUBSTANTIAL SHAREHOLDER

There were no material contracts entered into between the Company and its subsidiary companies, involving Directors and Substantial Shareholder's interest during the financial year ended 30 June 2026.

AUDIT AND NON-AUDIT FEES

Details of statutory audit, audit-related and non-audit fees paid/payable in the financial year ended 30 June 2026 to the external auditors are set out below:-

	Group (RM)	Company (RM)
Audit Fees	240,850	82,000
Non-audit Fees	-	-
Total	240,850	82,000

UTILISATION OF PROCEEDS

(A) Establishment of an Employees' Share Option Scheme of up to 30% of the total issued shares for the eligible Directors and Employees of SRHB Group

During the financial year ended 30 June 2026, the Company established the Employees' Share Option Scheme ("ESOS") of up to 30% of the issued and paid-up share capital of the Company. The ESOS was approved by the shareholders at the Extraordinary General Meeting held on 20 June 2024 and governed by the ESOS By-Laws. ESOS has been in force for a period of five (5) years commenced from 17 October 2024 and may be extended for a further period of up to ten (10) years at the discretion of the Board upon recommendation from the ESOS Committee, provided always that the ESOS shall not in aggregate exceed a duration of ten (10) years.

A brief detail on the number of ESOS Options granted, exercised, forfeited and outstanding since commencement to the financial year ended 30 June 2026 ("FYE 2026") are set out in the table below:

	Number of Shares Option	
Description	Grand Total	Directors and Senior Management
Granted	76,932,925	70,900,000
Exercised	52,362,632	45,445,338.17
Forfeited	3,537,055	6,638,300
Outstanding	12,582,966	27,710,146.83

	Number of Shares Option Outstanding	
	1 July 2025	30 June 2026
Directors	8,452,336.46	10,769,307.46
Senior Management	5,058,843	16
Non Senior Management	3,418,019	3,544,611.14

ADDITIONAL COMPLIANCE INFORMATION
REQUIRED BY BURSA MALAYSIA SECURITIES BERHAD ACE MARKET LISTING REQUIREMENTS

UTILISATION OF PROCEEDS (CONT'D)

The percentages of options applicable to Directors and Senior Management under the ESOS during the FYE 2026 and since its commencement up to FYE 2026 are set out below:

Description	Percentage	
	During FYE 2026	Since commencement up to FYE 2026
Aggregate maximum allocation	64,053,576	38,743,900
Actual options granted	25,309,676	38,743,900

The details of the options offered to and exercised by the Non-Executive Directors of the Company pursuant to the ESOS in respect of the FYE 2026 are as follows:

Name	Number of Shares Option	
	Number of Shares Option Granted	Number of Shares Option Exercised
Y.A.M Tengku Shahrain Shah bin Tengku Sulaiman Shah	1,000,000	999,999
Loh Seong Yew *(resigned on 15.07.2026)*	-	-
Poh Shing Huoy *(resigned on 15.07.2026)*	-	-
Adel Raiyan Bin Razali *(resigned on 16.07.2026)*	-	-

(B) Private Placement of up to 43,943,082 new ordinary shares in the Company, representing 10% of the total issued shares of the Company

On 18 September 2026, the Company has submitted its intention to undertake a private placement of up to 43,943,082 (up to 10% of the total number of issued shares of the Company ("Proposed Private Placement") new ordinary shares to Bursa Malaysia Securities Berhad. The aforesaid shares were allotted via the mandate from shareholders at the 20th AGM convened on 28 November 2025. Accordingly, on 30 September 2026, the Proposed Private Placement was approved by Bursa Malaysia Securities Berhad on 9 October 2026, as announced on 12 October 2026

RECURRENT RELATED PARTY TRANSACTION OF A REVENUE OR TRADING NATURE

There was no recurrent related party transaction of revenue or trading nature during FYE 2026.

STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RELATION TO FINANCIAL STATEMENTS

The Directors are responsible to ensure that the financial statements of the Group and the Company are properly drawn up in accordance with Malaysian Financial Reporting Standards ("MFRSs"), International Financial Reporting Standards ("IFRSs"), the requirements of the Companies Act 2016 ("CA 2016") in Malaysia, and the ACE Market Listing Requirements, so as to give a true and fair view of the state of affairs of the Group and of the Company as at the end of the financial year and of the financial performance and cash flows of the Group and of the Company for the financial year then ended.

The Directors are satisfied that in preparing the financial statements of the Group and of the Company for the year ended 30 June 2026, the Group and the Company have adopted suitable accounting policies and applied them consistently, prudently and reasonably. The Directors also considered that the relevant applicable approved accounting standards have been followed in the preparation of the financial statements. The financial statements of the Group and of the Company have been prepared on an going concern basis.

The Directors are responsible for ensuring that the Group and the Company keep sufficient accounting and other records and the registers required by the Companies Act 2016 have been properly kept in accordance with provisions of the Companies Act 2016.