

SSF HOME

SSF HOME GROUP BERHAD

Registration No. 201501016707 (1142041-X)
(Incorporated in Malaysia)

Curating Homes
Piece by Piece



Annual Report 2026

4th Annual General Meeting

Day and Date

Friday, 27 November 2026

Time

10:00 a.m. or at any adjournment thereof

Venue

Meeting Room, SSF Home Group Berhad,
No. 6, Jalan Jurutera U1/23,
Hicom-Glenmarie Industrial Park,
40150 Shah Alam,
Selangor Darul Ehsan



A home is more than a physical space; it is a reflection of the people, stories and aspirations that bring it to life. In 2026, SSF Home Group Berhad celebrates the freedom to create spaces that reflect individual tastes, preferences and lifestyles. With a diverse selection of furniture, décor and home living essentials, SSF empowers consumers to curate their ideal homes, piece by piece.

Inspired by the creative process of home design, the 2026 cover adopts a moodboard aesthetic, bringing together curated interiors, furniture and lifestyle elements to form the silhouette of a house beneath a defining roofline. Each image represents a different piece of the creative journey, while their collective arrangement symbolises how individual choices come together to create a cohesive and meaningful home. The composition captures the essence of “Curating Homes, Piece by Piece”, where every choice contributes to a space that is uniquely one’s own.

CURATING HOMES PIECE BY PIECE

Reflecting Malaysia’s multiracial and multigenerational communities, the concept embraces the diverse ways people live, connect and make a house their home. From young couples establishing their first home to families sharing spaces across generations, every household has its own needs, traditions and aspirations. Through its diverse product offerings and “New Style, Big Value” promise, SSF seeks to make home living more accessible, inspiring consumers to express their individuality while creating spaces that bring people together.

As SSF continues to evolve, the 2026 cover embodies its commitment to making home curation an accessible and personal experience. More than furnishing spaces, SSF provides the building pieces for consumers to elevate their own environments and lifestyles. Together, these combinations of pieces shapes a home that defines individual expressions of lifestyle.

Welcome to SSF Home Group Berhad.

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ABOUT US

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About SSF Home Group Berhad

SSF Home Group Berhad is a leading Malaysian home furnishing retailer offering a diverse range of furniture, home décor, and lifestyle products. Our products, available both in-store and online, cater to a wide range of tastes and preferences, transforming houses into homes where cherished moments and lasting memories can be made.

Occupying approximately 1.04 million sqft located in prime commercial areas, our outlets offer an immersive shopping experience. We are present in major cities and towns across 14 states and territories. SSF brings a diverse selection of home furnishing solutions closer to customers, offering an inspiring and enjoyable shopping experience for every home.

From furniture and home décor to artificial flowers and plants, kitchenware, bedding, and other lifestyle essentials, our comprehensive product range is curated to meet the diverse and evolving needs of Malaysian households. With a large loyal customer base of more than 170,000 active members, who collectively contribute over 90% of our revenue. Supported by a diverse supplier network of partners, we maintain high inventory levels which enables us to respond quickly to meet market demand, offering affordable and stylish solutions for everyone.

As we continue to grow, SSFHOMe is entering a new chapter following our listing on the ACE Market of Bursa Malaysia Securities Berhad. With a vision to become a household name in home solutions, we remain committed to enhancing the living standards of Malaysians by providing accessible, stylish, and practical solutions for every home—one home at a time.

At SSF Home Group Berhad, we believe in more than creating beautiful homes—we strive to create spaces where comfort, love, and joy flourish, enriching the everyday lives of families across Malaysia.

Our Vision



To become an internationally recognised home living solutions provider

Our Mission



To provide reasonably priced and high-quality products, constructing an innovative & desirable home living environment for all, at the same time improving consumer lifestyle

Our Core Value



To promote a creative lifestyle concept, with products that will improve standard of living

WITH MORE THAN 40 RETAIL OUTLETS NATIONWIDE, WE OPERATE UNDER THREE BRANDS - "SSFHOME", "SSF - GREAT LIFESTYLE MADE AFFORDABLE", AND "SSF".



Our Strategic Business Ecosystem

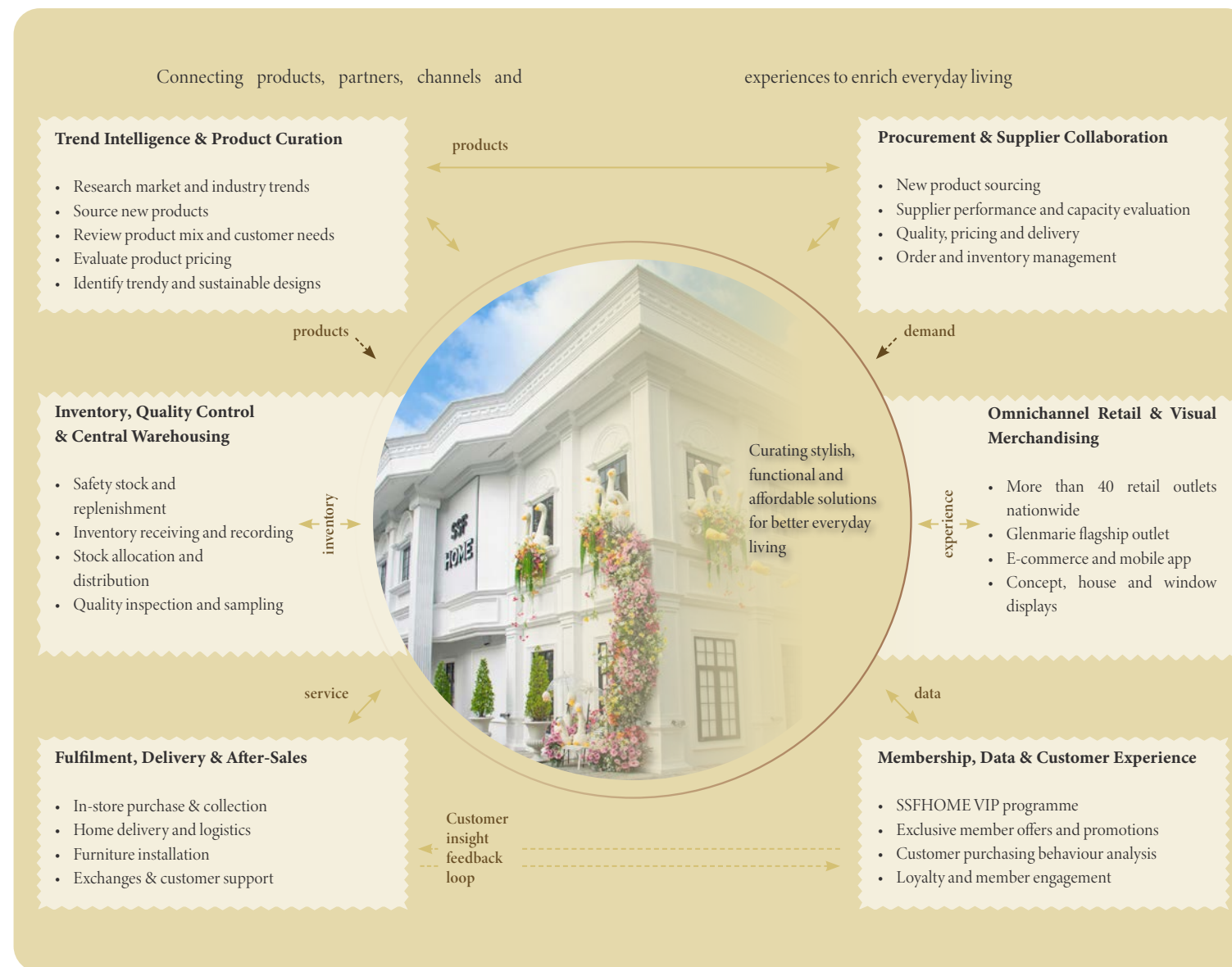
Demand, Opportunity & Partner Ecosystem

Who shapes demand and contributes to SSF's Ecosystem



SSF HOME

Group Berhad



Products, Channels & Customer Ecosystem

Where SSF delivers value and enriches living



HOW WE REACH & ENGAGE



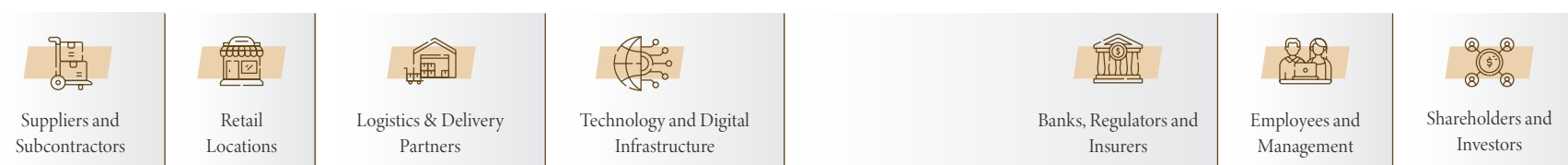
WHERE WE CREATE REACH



Delivering Value Across the Home Living Ecosystem



ECOSYSTEM ENABLERS AND PARTNERS



Corporate Structure

SSF HOME

SSF HOME GROUP BERHAD

Registration No. 201501016707 (1142041-X)
(Incorporated in Malaysia)

100%

SSF Sdn. Bhd.

[Registration No.
199601008089 (380435-V)]

Purchasing hub of furniture,
home décor and home living
products and provision of
management services

100%

SSF Studio Sdn. Bhd.

(Formerly known as SSF
Delanco Sdn. Bhd.)
[Registration No.
201701047496
(1261672-M)]

Retailer of furniture, home
décor and home living
products

100%

SSF Holdings Sdn. Bhd.

[Registration No.
200801010941 (812229-V)]

Licencing and trademark
management

100%

SSF Home Pte. Ltd.

[Registration No.
202443117-H]

Retail sale of furniture

100%

SSF Creative Life Centre Sdn. Bhd.

[Registration No.
200801001731 (803015-D)]

Retailer, wholesaler and
warehousing of furniture,
home décor and home living
products

100%

SSF Home Furnishing Sdn. Bhd.

[Registration No.
200201022016 (589679-H)]

Retailer of furniture, home
décor and home living
products

Corporate Information

BOARD OF DIRECTORS

Datuk Seri Dr Haji Abdul Fattah Bin Haji Abdullah
Independent Non-Executive Chairman

Wong Choong Loong
Managing Director/Chief Executive Officer

Lok Kok Khong
Executive Director/Deputy Chief Executive Officer

Chin See Kew
Executive Director

Kong Sau Kian
Independent Non-Executive Director

Lim Su May
Independent Non-Executive Director

Er Kian Hong
Independent Non-Executive Director

AUDIT AND RISK MANAGEMENT COMMITTEE

Kong Sau Kian (Chairman)

Er Kian Hong

Lim Su May

NOMINATION AND REMUNERATION COMMITTEE

Er Kian Hong (Chairperson)

Kong Sau Kian

Lim Su May

COMPANY SECRETARIES

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

Lee Siew Fun
(MAICSA 7063623)
(SSM PC No.: 202008000735)

REGISTERED OFFICE

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

HEAD OFFICE

No. 6, Jalan Jurutera U1/23,
Hicom-Glenmarie Industrial Park,
40150 Shah Alam
Selangor
Tel: +603-5569 9838
Fax: +603-5569 9633
Website: www.ssfcom.my
Email: ir@ssfcom.my

SHARE REGISTRAR

Vistra Investor & Issuing House Services
Sdn. Bhd.
(Formerly known as Tricor Investor &
Issuing House Services Sdn. Bhd.)
Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
8, Jalan Kerinchi
59200 Kuala Lumpur
Tel: +603-2783 9299
Email: is.enquiry@vistra.com

SPONSOR

M & A Securities Sdn. Bhd.
45 & 47, Levels 3 and 7,
The Boulevard, Mid Valley City
Lingkaran Syed Putra
59200 Kuala Lumpur
Tel: +603-2284 2911

AUDITORS

Baker Tilly Monteiro Heng PLT
(201906000600 (LLP0019411-LCA) & AF
0117)
Chartered Accountants
Baker Tilly Tower
Level 10, Tower 1, Avenue 5
Bangsar South City
59200 Kuala Lumpur
Tel: +603-2297 1000
Fax: +603-2282 9980
Email: info@bakertilly.my
Website: www.bakertilly.my

PRINCIPAL BANKERS

CIMB Bank Berhad
Hong Leong Bank Berhad
Public Bank Berhad
RHB Bank Berhad

STOCK EXCHANGE LISTING

ACE Market of Bursa Malaysia Securities
Berhad
Stock Name: SSF
Stock Code: 0287
Date of Listing: 12 October 2023

Financial Highlights

Financial year ended ("FYE") / Financial period ended ("FPE")	FYE 30 April				FPE 30 June
(RM'000)	2022 ⁽¹⁾	2023 ⁽¹⁾	2024	2025	2026 ⁽⁴⁾
Revenue	160,990	174,474	158,899	152,505	193,284
Profit Before Tax	21,869	21,958	11,399	8,595	14,433
Profit After Tax	16,758	16,031	7,186	5,901	10,554
Net Profit Attributable To Owners	16,632	16,031	7,186	5,901	10,554
Total Assets	149,893	148,882	192,121	265,575	289,036
Total Liabilities	52,242	35,900	27,933	99,486	116,394
Cash, Short-term Deposits and Short-term investments	25,599	36,910	72,018	72,309	77,643
Shareholders' Equity	97,651	112,982	164,188	166,089	172,642
Earnings Per Share (EPS) (sen) ⁽²⁾	2.08	2.00	0.90	0.74	1.32
Net Assets Per Share (RM) ⁽³⁾	0.12	0.14	0.21	0.21	0.22

Notes

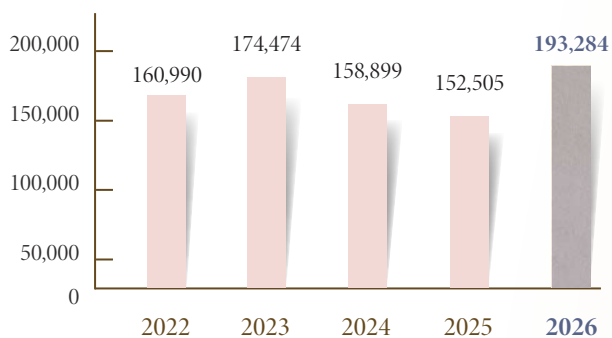
(1) Based on combined financial statements as disclosed in the Prospectus of SSF Home Group Berhad dated 8 September 2023 for FYE2022 and 2023

(2) Calculated based on Net Profit Attributable To Owners of SSF Home Group Berhad over 800,000,000 enlarged number of shares in issue on 10 October 2023

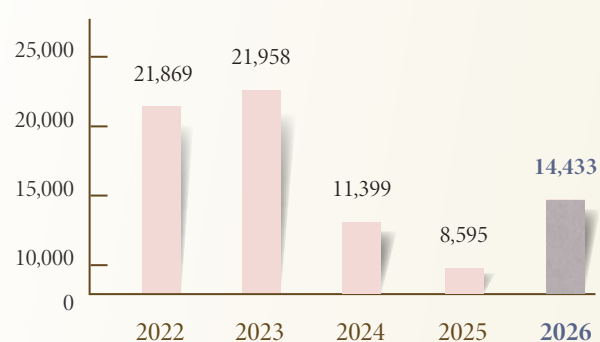
(3) Calculated based on Shareholders' Equity over 800,000,000 enlarged number of shares in issue on 10 October 2023

(4) As announced on 31 March 2026, the Group changed its financial year end from 30 April to 30 June. FPE 2026 covers the 14-month period from 1 May 2025 to 30 June 2026.

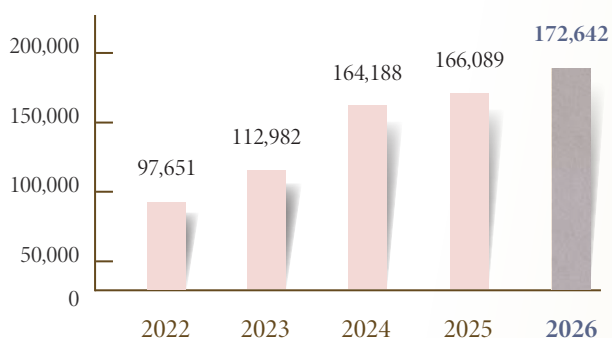
Revenue (RM'000)



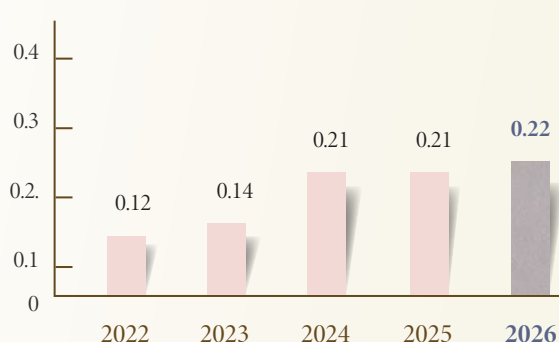
Profit Before Tax (RM'000)



Shareholders' Equity (RM'000)



Net Assets Per Share (RM)





LEADERSHIP AND PEOPLE

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Directors' Profile

DATUK SERI DR HAJI ABDUL FATTAH BIN HAJI ABDULLAH

Independent Non-Executive Chairman

Datuk Seri Dr Haji Abdul Fattah Bin Haji Abdullah was appointed to our Board on 16 December 2022.

He graduated from Universiti Putra Malaysia with a Bachelor of Communications in 2004. He subsequently obtained a Master of Public Management and a Doctor of Philosophy in Development Management from Universiti Utara Malaysia in 2017 and 2021, respectively.

He began his career in 1980 as a Marketing Assistant with the Federal Agriculture Marketing Authority, an organisation principally involved in the marketing of food and agricultural products, as well as the development of food and agricultural marketing chain. He was involved in developing marketing campaigns for agricultural food and agricultural-based products. He left the position in 1995.

Since 1994, Datuk Seri Dr Haji Abdul Fattah Bin Haji Abdullah has held various significant roles in numerous organisations, demonstrating a strong commitment to cooperative and community development. From 1995 to 1999, his political career included serving as State Assemblyman for Padang Tengku, Pahang. He has been involved with FELCRA Berhad as an Independent Non-Executive Director from 1997 to 2007 and later as a board member from 2009 to 2018. His leadership extends to cooperative unions, notably as Vice President of Angkatan Koperasi Kebangsaan Malaysia Berhad ("ANGKASA") where he served from 2006 to 2009, Deputy President from 2009 to 2013, and President since 2013. He holds multiple positions within ANGKASA-related organisations and international bodies such as the International Cooperative Alliance Asia and Pacific (ICA-AP), where he chairs committees and councils. Additionally, he has served as President of the ASEAN Cooperative Organization since 2014, contributing to cooperative movements across ASEAN countries. He is currently a Standing Committee Member of Majlis Ugama Islam dan Adat Resam Melayu Pahang with a serving period from 1 January 2026 to 31 December 2027. He has also been appointed as Adjunct Professor in Universiti Utara Malaysia with a serving period from 3 March 2025 to 2 March 2027 and also as an Adjunct Professor in UNITAR International University with a serving period from 25 March 2025 to 31 December 2026. In September 2026, he was elected to the Board of the International Cooperative Alliance ("ICA") for the 2026–2030 term during the Global Cooperative Conference 2026, held in conjunction with the ICA Global Conference and Assemblies 2026.

He attended all six (6) Board of Directors' meetings held during the financial period ended 30 June 2026.



Malaysian



Male



67 y/o

6/6 Board of Directors' Meetings Attended
as at 30 June 2026



Directors' Profile

WONG CHOONG LOONG

Managing Director / Chief Executive Officer

Wong Choong Loong was appointed to our Board on 25 October 2018.

He is primarily responsible for determining our Group's strategic direction and growth, formulating business plans, procurement strategies and directions as well as overseeing the overall operations of our Group. He is also a major shareholder of the Company.

In 1987, he founded Seven Star Haberdashery & Decoration Company, focusing on haberdashery trading and overseeing business strategies and daily operations. Recognising emerging opportunities in artificial flowers and plants, he ceased the operations of Seven Star Haberdashery & Decoration Company in 1989 to establish Seven Star Trading. As the founder, he led this wholesale business specialising in artificial flowers and plants, shaping business and procurement strategies, and managing daily operations.

In 1995, he dissolved Seven Star Trading and co-founded SSF Sdn. Bhd. in 1996 with Chin See Kew and other shareholders. Assuming the role of Director, he directed SSF's business and procurement strategies while overseeing operations. His leadership was pivotal in expanding SSF's product range and retail outlets across various states, contributing to the company's growth and market presence nationwide.

LOK KOK KHONG

Executive Director/ Deputy Chief Executive Officer

Lok Kok Khong was appointed to our Board on 2 September 2022.

He is responsible for the Group's business development, marketing strategy and day-to-day operations, working alongside the Chief Executive Officer, Wong Choong Loong, to drive SSF's growth across its expanding nationwide network of outlets. He is also a major shareholder of the Company.

He holds a Bachelor of Science (Honours) in Electronic Commerce from Staffordshire University, United Kingdom, which he obtained in 2002 through the Asia Pacific Institute of Information Technology, Malaysia.

He brings more than two decades of experience in business development, corporate planning, investment strategy and marketing across the information technology, trading and investment sectors. Since joining the Board, he has played a key role in the conceptualisation and roll-out of the Group's AI-enabled omnichannel platform.

He attended all six (6) Board of Directors' meetings held during the financial period ended 30 June 2026.



Malaysian



Male



62 y/o

4/6 Board of Directors' Meetings
Attended as at 30 June 2026

He attended four (4) out of six (6) Board of Directors' meetings held during the financial period ended 30 June 2026.

Wong Choong Loong is the spouse of Chin See Kew.



Malaysian



Male



47 y/o

6/6 Board of Directors' Meetings
Attended as at 30 June 2026

Directors' Profile



Malaysian



Female



59 y/o

5/6 Board of Directors' Meetings
Attended as at 30 June 2026

CHIN SEE KEW

Executive Director

Chin See Kew was appointed to our Board on 25 October 2018.

She is responsible for overseeing the administrative functions of our Group.

From 1987 to 1995, she assisted her spouse, Wong Choong Loong, with the administrative functions of Seven Star Haberdashery & Decoration Company and Seven Star Trading. In 1996, she co-founded SSF Sdn. Bhd. with Wong Choong Loong and other shareholders, and was appointed as Director, a position she continues to hold. She has played a key role in supporting the Group's business expansion, particularly in administrative roles.

She attended five (5) out of six (6) Board of Directors' meetings held during the financial period ended 30 June 2026.

Chin See Kew is the spouse of Wong Choong Loong.



Malaysian



Female



53 y/o

6/6 Board of Directors' Meetings
Attended as at 30 June 2026

LIM SU MAY

Independent Non-Executive Director

In 1996, she began her career with Crystal Edge Sdn. Bhd. as a Marketing Sales Executive and then joined Perdana Merchant Bankers Berhad in 1997 as a Trainee Executive in Corporate Finance. In 2000, she moved to Commerce International Merchant Bankers Berhad (now known as CIMB Investment Bank Berhad), where she advanced from Executive to Manager in corporate finance, investment banking and equity capital markets roles, leaving in 2004. She subsequently joined RHB Sakura Merchant Bankers Berhad (now known as RHB Investment Bank Berhad) as Assistant Vice President of the Investment Banking Group, and later Unicorn International Islamic Bank Malaysia Berhad (last known as Alkhair International Islamic Bank Berhad) in 2005, where she was promoted to Head of Strategic Planning & Direct Investments in 2008 before leaving in 2009. She then served as Director of Ascendo Group Sdn. Bhd. until 2011.

From 2011 to 2019, she was Vice President and Head of the Investment Banking Department at Bank of Tokyo-Mitsubishi UFJ (Malaysia) Berhad (now known as MUFG Bank (Malaysia) Berhad), established and expanded capital market solutions to the Bank's customers. In 2019, she joined Bursa Malaysia Berhad as Executive Vice President of Listing Development, promoting fund-raising activities via the primary and secondary markets and overseeing market development initiatives until June 2022. In July 2022, she joined SCS Global Advisory (M) Sdn. Bhd. as Director of Corporate Advisory and Mergers and Acquisitions, a position she currently holds.

She was also appointed as Chief Investment Officer at KYM Holdings Bhd in August 2022, overseeing investment activities until her departure in early 2025. She is also an Independent Non-Executive Director of Aurora Italia International Berhad, TechStore Berhad and LAC Med Berhad.

She attended all six (6) Board of Directors' meetings held during the financial period ended 30 June 2026.

Lim Su May was appointed to our Board on 16 December 2022.

She is a member of the Audit and Risk Management Committee and Nomination and Remuneration Committee.

She graduated with a Bachelor of Science (Economics) Degree, majoring in Economics and Management Studies from the University of London, UK, in 1996.

Directors' Profile

KONG SAU KIAN

Independent Non-Executive Director

Kong Sau Kian was appointed to our Board on 16 December 2022.

He is the Chairman of the Audit and Risk Management Committee and a member of the Nomination and Remuneration Committee.

He is a member of the Malaysian Institute of Accountants. He graduated with a Bachelor of Accounting (Honours) degree from University of Malaya in 1988. Subsequently, he joined KPMG Peat Marwick, an international accounting firm until 1992 where his exposure includes audit of wide range of industries as well as corporate restructuring, acquisition audit and other special assignments.

He currently serves as the Executive Director for LBI Capital Bhd, Non-Executive Director of Asia Brands Berhad and ES Ceramics Technology Berhad. He also holds directorships in several other private limited companies.

He attended all six (6) Board of Directors' meetings held during the financial period ended 30 June 2026.



Malaysian



Male



62 y/o

6/6 Board of Directors' Meetings
Attended as at 30 June 2026

**Chairman of the Audit & Risk
Management Committee**

ER KIAN HONG

Independent Non-Executive Director

Er Kian Hong was appointed to our Board on 16 December 2022.

She is the Chairperson of the Nomination and Remuneration Committee and a member of the Audit and Risk Management Committee.

She graduated with a Bachelor of Business majoring in Accounting and Finance from the University of Technology, Sydney, Australia in 2000. She has been a member of the Certified Practising Accountant of Australia since 2005.

She is currently attached to a boutique corporate advisory firm where she provides advisory services to companies undertaking corporate exercises. She has vast experience in corporate finance and was involved in corporate exercises such as initial public offerings (IPOs), fundraising and restructuring activities. She served in the Corporate Finance department of M&A Securities Sdn. Bhd. from May 2014 to December 2021. Prior to that, she was with the Corporate Finance/ Strategy department of KSK Group Berhad from February 2007 to March 2014, where she was involved in evaluating and implementing possible merger and acquisition opportunities for KSK Group Berhad.

She is also an Independent Non-Executive Director of Aldrich Resources Berhad, Ajiya Berhad, Hextar Capital Berhad and EC Excel Holdings Berhad (formerly known as K.Seng Seng Corporation Berhad).



Malaysian



Female



49 y/o

6/6 Board of Directors' Meetings
Attended as at 30 June 2026

**Chairperson of the Nomination and
Remuneration Committee**

She attended all six (6) Board of Directors' meetings held during the financial period ended 30 June 2026.

Notes: -

- Save as disclosed above, none of the Directors have any family relationship with other Directors and/or major shareholders of the Company.
- None of the Directors have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries except as disclosed in the related party transactions disclosed in the circular to shareholders dated 23 October 2026 and in the Notes of the Financial Statements of this Annual Report.
- None of the Directors have been convicted of any offences in the past five (5) years or been imposed on any public sanction or penalty by relevant regulatory bodies during the financial period ended 30 June 2026, other than for traffic offences (if any).
- Save as disclosed above, none of the Directors hold any other directorship in public companies and listed issuers.

Key Senior Management Profile

Wong Choong Loong

Managing Director / Chief Executive Officer



Malaysian



Male



62 y/o

Details of Wong Choong Loong are set out in the Directors' Profile in page 11 of the Annual Report.

Lok Kok Khong

Executive Director/ Deputy Chief Executive Officer



Malaysian



Male



47 y/o

Details of Lok Kok Khong are set out in the Directors' Profile in page 11 of the Annual Report.

Yong Shiew Sun

Chief Financial Officer



Malaysian



Female



55 y/o

Ms. Yong Shiew Sun graduated with a Professional Qualification from The Chartered Institute of Management Accountants (CIMA) in 1994 and is a member of the Malaysian Institute of Accountants (MIA).

She began her career with Hong Leong Group from 1995 to 2000, starting as an Analyst Executive and later serving as a Senior Accounts Executive. From 2000 to 2008, she worked as an Accountant with multinational corporations, namely Ingram Micro Malaysia Sdn. Bhd. and Sigma-Aldrich (M) Sdn. Bhd. Subsequently, she progressed to senior leadership roles as Head of Finance in various industries including franchise, food and beverage and retail, notably with Herbaline Wellness Group and Big Bad Wolf Books Group.

In 2022, she joined SSF as Head of Internal Audit, where she led initiatives to enhance governance, risk management, and audit frameworks. In March 2023, her portfolio expanded when she was appointed Head of Finance & Internal Audit. She was further promoted in March 2024 to the position of CFO of the Group. In this role, she is responsible for overseeing the Group's financial reporting, corporate finance, strategic financial planning, taxation and overall finance operations.

In addition to her current role, she was appointed as an Independent Non-Executive Director of JS Solar Holding Berhad on 19 October 2026.

Poon Wai Chee

Chief Transformation Officer



Malaysian



Female



59 y/o

Ms. Poon Wai Chee obtained her Association of Chartered Certified Accountants (ACCA) qualification in 1996 and became a member and fellow of the ACCA in 1997 and 2002, respectively. She has been a member of the Malaysian Institute of Accountants (MIA) since 1997 and a professional member of the Institute of Internal Auditors Malaysia since 2019.

Her career began in 1988 as Audit Associate with an audit firm. In 1991, she joined MBf Holdings Group, where she has served various roles and gained extensive experience in Accounts, Treasury & Corporate Exercises. Prior to joining SSF, she was the Finance & Admin Manager at Alstom Export Malaysia Sdn. Bhd. from 1996 to 2000.

She joined SSF in 2001 as an Accountant, where she was responsible for overall accounts, finance and human resources matters, and was eventually promoted to Assistant General Manager of Finance and Administration in 2013. In this role, she also managed the IT department to enhance operational software for retail operations. Subsequently in 2020, she assumed the role of Chief Financial Officer.

After serving 22 years with the Group, Ms. Poon Wai Chee decided to step down from her role as Chief Financial Officer in March 2024. She now assumes the pivotal role of Chief Transformation Officer, responsible for implementation of change within the Company's internal process and improving business process which includes achieving effective interdepartmental operations and identifying opportunities for growth.

In addition to her current role, she was appointed as an Independent Non-Executive Director of Ekonusa Berhad on 11 April 2026.

Key Senior Management Profile

Woon Foong Peng

Head of Human Resource



Malaysian



Female



50 y/o

Ms. Woon Foong Peng graduated with a Bachelor of Arts in Political Science, Public Administration Division from the National Taiwan University, Taiwan in 2001.

Upon graduation, she joined the Institute of European and American Studies/Academia Sinica in Taipei, Taiwan as Administrative cum Research Assistant. In this role, she was involved in budget planning, procurement tenders and supervision of survey teams.

In 2003, she returned to Malaysia and joined King's Confectionery Sdn. Bhd. as an Outlet Manager, and was subsequently promoted to District Manager in 2005.

In June 2008, she joined SSF as an Assistant Operations Manager and was promoted to Human Resource Manager in October 2008, overseeing human resource planning, recruitment, and hiring. In 2020, she was promoted to her current position where she is responsible for overseeing our Group's human resource planning, recruitment, hiring functions and staff compensation and benefits.

Lim Su Ching

Head of Retail



Malaysian



Female



44 y/o

Ms. Lim Su Ching graduated with a Bachelor of Business Administration (Honours) in Multimedia Marketing from Multimedia University in 2004. She began her career as an Account Manager at Matrix Valley Holding Sdn. Bhd., where she contributed to improving sales performance through franchise investments. In 2009, she moved to Anakku Sdn. Bhd. as Retail Operations Assistant Manager, overseeing the day-to-day operations of retail stores.

In 2012, she became the Head of Event at Big Bad Wolf Books Sdn. Bhd., expanding the business into Asia, the Middle East, and Africa, while developing and executing international business strategies. In 2023, she joined SSF as Head of Retail, responsible for Retail Operations, Customer Service, and Training. She has over 15 years of experience in retail operations, business development, and training, specialising in both the retail and event industries across local and international markets.

Wong Wee Chen

Head of Project



Malaysian



Male



43 y/o

Mr. Wong Wee Chen graduated with a Diploma in Interior Design from PJ College of Art & Design.

He began his career in 2004 as Project Coordinator and Project Manager, overseeing overall project management activities on interior design and fit-out services for clients from various industries. His responsibilities included planning and delivering projects, as well as managing logistics.

In 2019, he joined SSF as Project Manager alongside his vast experience in Project and Logistic Management. Following tremendous achievements, he was promoted as Head of Project in May 2024. He is primarily responsible for project management such as managing the setup of new retail outlets and overseeing the maintenance of existing outlets.



Notes: -

1. Save as disclosed above, none of the key senior management personnel has any family relationship with Directors and/or major shareholders of the Company.
2. Save as disclosed above, none of the key senior management personnel has any conflict of interest, including interest in any competing business with the Company or its subsidiaries.
3. None of the key senior management personnel have been convicted of any offences in the past five (5) years or been imposed on any public sanction or penalty by relevant regulatory bodies during the financial period ended 30 June 2026, other than for traffic offences (if any).
4. Save as disclosed above, none of the key senior management personnel have any directorship in public companies and listed issuers.





PERFORMANCE AND BUSINESS REVIEW

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Chairman's Statement

Dear Shareholders,

Guided by our “New Style, Big Value.” proposition, SSF, One-Stop Home Furnishings Solution Centre, continued to broaden its reach during FPE 2026, expanding its retail network to 47 outlets nationwide while achieving growth across both retail and e-commerce sales.

As Chairman of SSF Home Group Berhad (“SSF” or “the Group”), I am pleased to present the Group’s performance for the financial period ended 30 June 2026 (“FPE 2026”). FPE 2026 covers an extended 14-month period from 1 May 2025 to 30 June 2026 following the change in the Group’s financial year end from 30 April to 30 June. The full-period results should therefore be considered in the context of the longer reporting period.

The period was an encouraging one for SSF. Against a retail environment that remained price-sensitive and competitive, the Group recorded revenue of RM193.3 million, profit before tax of RM14.4 million and profit after tax of RM10.6 million for the 14 months under review. On a like-for-like basis, for the 12 months ended 30 April 2026, revenue increased by 9.9% to RM167.6 million, while profit before tax and profit after tax increased by 45.1% and 55.8% to RM12.5 million and RM9.2 million respectively, compared with the financial year ended 30 April 2025 (“FYE 2025”).

The improvement was supported by stronger sales, targeted promotional activities, increased customer traffic and better operating leverage, particularly during the Chinese New Year and Hari Raya Aidilfitri festive periods. Together, these factors reflect the Group’s steady progress in sharpening execution and building a more productive retail platform.

During the period, the Group continued to strengthen its retail platform, product offering and customer experience while maintaining discipline over store performance, inventory and capital commitments. Our retail network expanded to 47 outlets nationwide as at 30 June 2026, with new locations extending SSF’s presence into markets including Kangar in Perlis, Nibong Tebal, Padang Serai and Kuala Selangor. This expansion has broadened our geographical coverage, including into smaller towns and underserved areas, allowing us to make our home living offerings more accessible to a wider customer base. At the same time, our e-commerce business continued to grow through both SSF’s own website and third-party online marketplaces, recording a 77.8% increase in sales on a reported basis compared with FYE 2025, while complementing our physical retail network and enabling us to reach customers through multiple channels.

We also continued to refine our product and merchandising strategy around our “New Style, Big Value” proposition, reinforcing SSF’s focus on offering stylish, practical and value-for-money home living solutions. In a market where consumers remain selective, we believe that providing a broad and refreshed product range at accessible price points, supported by an engaging in-store and online shopping experience, remains central to strengthening our relevance to Malaysian consumers.

Looking ahead, the Group remains cautiously optimistic while staying mindful of cost-of-living pressures, competitive intensity and changes in procurement, freight, foreign exchange and staff costs. Expanding our retail network will remain an important part of SSF’s growth strategy in the coming years, as we continue to identify suitable locations that can broaden our market coverage and bring our offerings closer to more customers. Alongside continued outlet expansion, our priorities are to unlock greater productivity from the existing network, grow our e-commerce presence, preserve working-capital and cost discipline, keep our product offering fresh and pursue growth opportunities where the expected returns justify the capital commitment.

The following overview places the Group’s performance in the context of Malaysia’s economic and retail environment during the period.

	2025	2026
 Revenue	152.5 million	193.3 million
 Profit Before Tax	8.6 million	14.4 million
 Profit After Tax	5.9 million	10.6 million

Chairman's Statement

2025 – 2026 Overview

Malaysia provided a supportive domestic backdrop during much of the period. The economy expanded by 5.2% in 2025, supported by resilient domestic demand, positive labour market conditions and sustained household spending. Growth continued into 2026, with gross domestic product expanding by 5.4% in the first quarter and 6.0% in the second quarter. Retail activity remained positive, with retail trade volume increasing by 4.2% year-on-year in the second quarter of 2026 and retail trade sales value rising by 6.6% year-on-year in June 2026. Within the retail sector, sales of other household equipment in specialised stores also recorded year-on-year growth in June 2026^{1,2}.

For SSF, the more constructive domestic environment supported sales momentum, although the market remained competitive and price-sensitive. Consumers continued to seek value and respond to promotions, while logistics, energy-related and other operating costs required careful management. The Group therefore continued to balance sales growth with pricing, procurement, inventory and store-level productivity.

SSF continued to develop its retail platform with a focus on accessibility, customer experience and store performance. As at 30 June 2026, the Group operated 47 retail outlets nationwide, representing approximately 1.04 million square feet of retail space. Our approach combines right-sized outlets, refreshed store formats and selective locations where we believe SSF can serve customers effectively while maintaining operating discipline. This approach complements our established larger-format stores and gives the Group greater flexibility as we expand.

The Group also advanced its product, merchandising and rebranding initiatives, with continued emphasis on value-for-money, practical and design-led home living solutions. Product refreshes, visual merchandising, seasonal campaigns and customer engagement across the retail network and online channel supported the Group's efforts to deliver a more relevant and consistent customer experience.

Our financial position remained sound. The Group ended FPE 2026 with total assets of RM289.0 million, equity attributable to owners of the Company of RM172.6 million and cash, short-term deposits and short-term investments totalling RM77.6 million. Inventories decreased to RM59.0 million from RM68.0 million as at 30 April 2025, while the Group had no bank borrowings at the end of the period.

The Group also maintained discipline in deploying the proceeds from its 2023 IPO. By 30 June 2026, RM41.7 million of the RM50.0 million gross proceeds had been utilised, primarily for outlet start-up costs, capital expenditure, repayment of bank borrowings, marketing and working capital, leaving RM8.3 million available for the remaining approved purposes.

“The Group strengthened its financial performance, continued to refine its retail platform and maintained a sound financial position while navigating a competitive and price-sensitive operating environment.”

Overall, FPE 2026 marked a period of steady progress for SSF. The Group strengthened its financial performance, continued to refine its retail platform and maintained a sound financial position while navigating a competitive and price-sensitive operating environment. The progress made during the period provides a firm foundation for the Group to move forward with measured confidence, disciplined execution and a continued focus on sustainable value creation.



¹ <https://www.dosm.gov.my/portal-main/release-content/gross-domestic-product-2025>

² <https://www.dosm.gov.my/portal-main/release-content/performance-of-wholesale--retail-trade-june-2026>

Chairman's Statement

2026 – 2027 Outlook

The outlook for domestic consumption remains constructive as SSF enters the financial year ending 30 June 2027 ("FYE 2027"). Malaysia's economy expanded by 6.0% year-on-year in the second quarter of 2026 and by 5.7% in the first half, while private final consumption expenditure grew in the second quarter of 2026. Retail trade volume rose by 4.2% in the second quarter and retail trade sales value increased by 6.6% year-on-year in June 2026. Bank Negara Malaysia maintained the Overnight Policy Rate at 2.75% in September 2026. These indicators provide a supportive base for household spending, although consumers are expected to remain selective amid cost-of-living considerations and external uncertainties³.

The domestic property market provides an additional demand driver for the home living sector. Malaysia's property transaction value exceeded RM105 billion in the first half of 2026, while residential remained the largest segment and demand is expected to be concentrated in affordable housing, particularly homes priced at RM500,000 and below. For SSF, this reinforces the relevance of our value-for-money positioning and broad product range among new homeowners and customers refreshing their living spaces⁴.

Operationally, the Group will focus on productivity across its existing network of 47 outlets while pursuing selective expansion in commercially attractive locations. Right-sized formats will remain part of this approach where they improve accessibility and store economics. Product refreshes, visual merchandising, seasonal campaigns and the online channel will support customer engagement outside the major festive periods.

Cost and capital discipline will therefore remain central to the Group's approach, supported by strong supply chain partnerships, disciplined pricing strategies and close monitoring of operating expenditure. With RM77.6 million in cash, short-term deposits and short-term investments and no bank borrowings as at 30 June 2026, SSF retains the financial flexibility to fund selective outlet development and operational initiatives while maintaining a prudent balance between capital requirements and shareholder returns. The Group enters FYE 2027 focused on building a more productive, resilient and sustainable retail platform.



³ <https://www.dosm.gov.my/portal-main/release-content/gross-domestic-product-q22026>; <https://www.bnm.gov.my/-/monetary-policy-statement-03092026>

⁴ <https://napic.jpjph.gov.my/storage/app/media/3-penerbitan/Shahrul/Kenyataan%20Media/Q2%202026/PRESS%20RELEASE%20PROPERTY%20MARKET%20REPORT%20H1%202026.pdf>

Appreciation Note

On behalf of the Board, I wish to express my sincere appreciation to our shareholders for their continued confidence and support throughout the period. I also extend my gratitude to our customers, whose continued patronage inspires us to strengthen our product offering and customer experience, and to our suppliers and business partners for their valued cooperation and contribution to the Group's operations.

To our employees across the Group, I thank you for your dedication, resilience and commitment in serving our customers and advancing SSF's priorities. Your collective efforts remain central to the progress we have achieved. I am equally grateful to my fellow Board members for their guidance and stewardship, and to the management team for its leadership and disciplined execution during the period. As we move into the new financial year, we look forward to building on this foundation and creating sustainable value for all our stakeholders.

With warm regards,

Datuk Seri Dr Haji Abdul Fattah Bin Haji Abdullah
Independent Non-Executive Chairman
SSF Home Group Berhad



Management Discussion and Analysis

SSF Home Group Berhad (“SSF” or “the Group”) is principally involved in the retail of furniture, home décor and home living products in Malaysia. The Group serves customers through a nationwide network of physical retail outlets and an online channel, with a broad product range covering furniture, decorative items and household products for different home and lifestyle needs.

FPE 2026 covers the 14-month period from 1 May 2025 to 30 June 2026 following the change in the Group’s financial year end from 30 April to 30 June. Accordingly, the reported FPE 2026 amounts are not directly comparable with the 12-month FYE 2025 amounts. Where appropriate, this MD&A also presents the 12 months ended 30 April 2026 against FYE 2025 to provide a like-for-like assessment of operating performance.

“The Group continues to refine its footprint through refreshed formats and right-sized outlets, with investment decisions based on accessibility, catchment potential, lease terms and store economics.”



During the financial period, the Group continued implementing its business growth strategy, focusing on strengthening revenue generation, enhancing customer engagement and improving operational efficiency. These initiatives support the Group’s positioning in the furniture, home décor and home living market, with an emphasis on making quality and practical products accessible to a broader customer base.

The Group also continued expanding its geographical presence. As at the date of this report, the Group operates 47 retail outlets with total retail space of approximately 1.04 million square feet across Malaysia. The Group continues to refine its footprint through refreshed formats and right-sized outlets, with investment decisions based on accessibility, catchment potential, lease terms and store economics.

Malaysia remains the Group’s principal market, with all revenue generated locally. The Group’s performance is therefore closely linked to domestic household consumption, festive spending patterns, residential activity and changes in Malaysian home and lifestyle preferences.



Management Discussion and Analysis

Review of Financial Performance

(RM '000)	FPE 2026 (14-months)	FYE 2025 (12-months)
Revenue	193,284	152,505
Gross profit	106,892	81,734
Profit before tax	14,433	8,595
Profit after tax	10,554	5,901
Gross profit margin (%)	55.3	53.6
Profit before tax margin (%)	7.5	5.6
Profit after tax margin (%)	5.5	3.9

For FPE 2026, the Group recorded revenue of RM193.3 million, gross profit of RM106.9 million, profit before tax of RM14.4 million and profit after tax of RM10.6 million. Gross profit margin was 55.3%, while profit before tax and profit after tax margins were 7.5% and 5.5% respectively. These full-period amounts cover 14 months and are not directly comparable with FYE 2025.

The 12-month period ended 30 April 2026 provides a clearer like-for-like view. Revenue increased by RM15.1 million or 9.9% to RM167.6 million from RM152.5 million in FYE 2025. Gross profit rose by 10.9% to RM90.6 million and the gross profit margin improved to 54.1% from 53.6%.

The stronger profit growth relative to revenue reflects improved sales contribution and operating leverage during the period. The Group's fourth quarter ended 30 April 2026 was a key contributor, with

quarterly revenue of RM58.6 million and profit before tax of RM9.4 million. Revenue was 15.0% higher than the corresponding quarter a year earlier, supported by targeted marketing initiatives, stronger customer traffic and better sales conversion. The quarter also benefitted from festive spending during Chinese New Year and Hari Raya Aidilfitri.

Consequently, profit before tax increased by 45.1% to RM12.5 million, while profit after tax rose by 55.8% to RM9.2 million. The stronger growth in profit after tax was mainly attributable to lower non deductible expenses thus achieving a better effective tax rate of 26.3%, compared with 31.3% in FYE 2025.

Finance costs for FPE 2026 amounted to RM4.8 million, mainly comprising interest on lease liabilities and banker's acceptances. The Group also recorded depreciation of right-of-use assets of RM17.3 million, reflecting the accounting impact of its leased retail network.



Management Discussion and Analysis

Review of Statement of Financial Position

(RM '000)	As at	As at
	30.6.2026	30.4.2025
Total assets	289,036	265,575
Total liabilities	116,394	99,486
Equity attributable to Owners of the Company	172,642	166,089

The Group closed FPE 2026 on a sound financial footing, underpinned by a resilient balance sheet and disciplined capital management. The principal movements during the period included an increase in right-of-use assets arising from the Group's retail lease portfolio and a RM9.0 million reduction in inventories, reflecting continued attention to capital allocation and inventory discipline. The increase in assets was also supported by additional investments in a limited partnership for RM 10.0 million that provides a steady income to the Group.

Right-of-use assets increased by RM17.4 million from RM86.2 million to RM103.6 million, while the corresponding lease liabilities increased by RM19.3 million from RM86.8 million to RM106.1 million. The movement mainly reflected new leases and lease modifications as the Group continued to shape its retail footprint through new outlet openings to support future revenue growth.

Inventories decreased by 13.3% from RM68.0 million to RM59.0 million, reflecting the Group's continued focus on stock discipline and maintaining a relevant product mix. Following its assessment of inventory ageing and recoverability, the Group recognised a net reversal of RM2.9 million in inventories written down during FPE 2026. The Group also continued to undertake focused merchandising initiatives and targeted promotional campaigns to support inventory movement.

With cash, short-term deposits and short-term investments totalling RM77.6 million and with no bank borrowings as at 30 June 2026, the Group's sound liquidity position and prudent capital structure underscore its continued balance sheet resilience and financial flexibility amid an evolving operating environment and supports the Group's long term growth.

“The Group's sound liquidity position and prudent capital structure underscore its continued balance sheet resilience and financial flexibility amid an evolving operating environment and supports the Group's long term growth.”



Management Discussion and Analysis

Review of Cash Flow Statement

(RM '000)	FPE 2026 (14-months)	FYE 2025 ⁽¹⁾ (12-months)
Net cash from operating activities	39,637	23,581
Net cash used in investing activities	(17,955)	(40,144)
Net cash used in financing activities	(23,756)	(16,950)
Net decrease in cash and cash equivalents	(2,074)	(33,513)
Cash and cash equivalents at beginning of the financial period/year	14,235	47,748
Cash and cash equivalents at end of the financial period/year	12,158	14,235

Note

(1) The FYE 2025 comparative figures have been restated following the reassessment of the classification of cash and cash equivalents. Please refer to Note 36(c) to the financial statements.

Healthy operating cash generation continued to support the Group's financial flexibility. Net cash from operating activities increased to RM39.6 million in FPE 2026 from RM23.6 million in FYE 2025, supported by improved operating performance and working-capital movements. The reduction in inventories contributed positively to cash generation, partly offset by movements in receivables and payables during the period. This stronger cash generation demonstrates the Group's continued ability to convert its operating performance into liquidity.

Net cash used in investing activities amounted to RM18.0 million. The principal cash outflows comprised placements of RM16.8 million in short-term investments and RM3.1 million incurred on property, plant and equipment. These outflows were partly offset by investment income and dividends received during the period.

Net cash used in financing activities amounted to RM23.8 million, principally comprising RM15.0 million in principal payments on lease liabilities, RM4.5 million in interest payments on lease liabilities and RM4.0 million in dividends paid.

Overall, the Group's healthy operating cash generation provided substantial support for its investing and financing requirements during the period, enabling it to support ongoing operations, advance its strategic priorities and pursue selective growth opportunities while maintaining disciplined capital management.

Dividend

During FPE 2026, the Company paid a dividend of RM4.0 million, equivalent to 0.5 sen per ordinary share, which was paid on 31 July 2025.

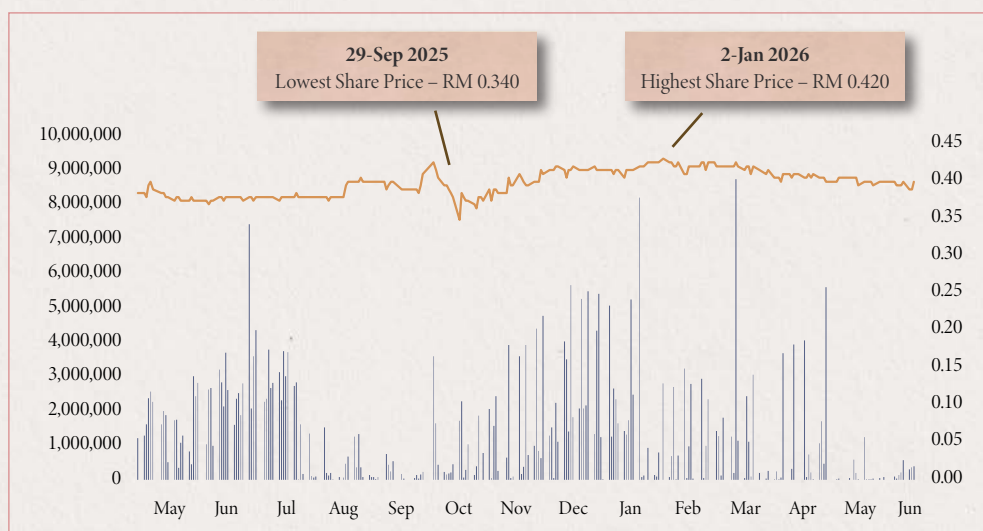
Subsequent to FPE 2026, on 21 August 2026, the Board declared an interim single-tier dividend of 0.5 sen per ordinary share for FYE 2027, amounting to RM4.0 million and paid on 30 September 2026.

These dividends underscores the Group's commitment to delivering value to its shareholders while balancing the need for reinvestment to support SSF's ongoing expansion and strategic initiatives. Although SSF currently does not have a formal dividend policy, the Board remains dedicated to maintaining a sustainable approach to shareholder returns, guided by the Group's financial performance, growth requirements, and prevailing market conditions.



Management Discussion and Analysis

Share Price Performance & Trading Volume



As at 30 June 2026, the Group's share price closed at RM0.390 with a total market capitalisation of RM312.0 million.

From 1 May 2025 to 30 June 2026, the highest and lowest closing prices of the Company's shares were RM0.420 and RM0.340 respectively, with average daily trading volume of approximately 1,400,043 units.

Anticipated or Known Risks

As the Group continues to strengthen its market position and pursue sustainable growth, it remains mindful that its operations and financial performance may be influenced by a range of external and business-specific risks. While these risks cannot be eliminated entirely, the Group seeks to navigate them through disciplined execution, timely monitoring and measured responses aimed at preserving operational resilience and long-term value.

Consumer Demand and Economic Conditions

The Group's performance is closely linked to domestic household spending, consumer confidence and developments in the residential property market. Cost-of-living pressures, inflationary conditions or weaker consumer sentiment may affect customer traffic, transaction values and demand for discretionary home living products. The Group seeks to remain responsive to these conditions by offering a broad and relevant product range at accessible price points, supported by targeted promotional activities and close monitoring of evolving consumer preferences.

Supply Chain and Cost Pressures

The Group relies on third-party manufacturers, suppliers and logistics providers for its merchandise. Disruptions in production, shipping or transportation, together with movements in freight rates, foreign exchange and other input costs, may affect product availability, delivery lead times and profit margins. To enhance the resilience of its supply chain, the Group maintains relationships with a diversified supplier base and continues to review its procurement planning, sourcing arrangements, product mix and pricing strategies.

Inventory Management

As at 30 June 2026, the Group held inventories of RM59.0 million. Changes in customer preferences, home living trends and sales velocity may result in slower-moving inventories, markdowns or additional working-capital requirements. The Group regularly reviews inventory ageing, stock condition and turnover, complemented by product refreshes and targeted promotional programmes, to maintain a relevant and balanced merchandise mix.

Retail Network and Lease Commitments

With 47 retail outlets nationwide, the Group is exposed to fixed and semi-fixed commitments, particularly rental, staffing and other store-related costs. New or refurbished outlets may require time to achieve their intended level of performance, while individual locations may be affected by changes in customer traffic, surrounding retail conditions and local competition. The Group adopts a measured approach to outlet development and lease renewals, taking into consideration expected sales productivity, rental and related premises costs, catchment potential and capital requirements.

Competition and Changes in Retail Behaviour

The home furnishing and lifestyle retail market remains highly competitive, with consumers having access to established retailers, specialised lifestyle brands and online marketplaces. Greater price transparency and evolving purchasing behaviour may place pressure on sales and margins. Against this dynamic backdrop, the Group seeks to reinforce its market relevance through product breadth, compelling value, accessible locations, refreshed store formats and stronger customer engagement across its physical and digital channels.

Sustainability Statement

1. ABOUT THIS SUSTAINABILITY STATEMENT

1.1 Purpose and Scope:

This Sustainability Statement presents SSF HOME GROUP BERHAD's ("SSF" or "the Group") approach and performance in managing material sustainability matters for the financial period ended 30 June 2026. The Group is committed to digitalisation and cutting emissions, moving towards carbon neutrality by 2050.

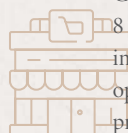
The Group has referred to the sustainability reporting requirements under the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad and Bursa Malaysia's Sustainability Reporting Guide.

1.2 Reporting Period and Boundaries:

This Sustainability Statement covers the 14-month financial period from 1 May 2025 to 30 June 2026, following the change in the Group's financial year-end.



The reporting boundary covers the Group's head office, warehouse and retail outlets in Malaysia. As at 1 May 2025, the Group operated 44 retail outlets. During the reporting period, 8 new outlets opened and 5 outlets ceased operations, resulting in 47 retail outlets as at 30 June 2026. In total, 52 retail outlets operated at some point during the reporting period. The Group's principal business activity is the retail of home furnishing and lifestyle products.



BUSINESS & OUTLET FOOTPRINT

Region	Number of Outlets	Number of Warehouse	Number of Head Office
Central	16	1	1
Northern	13		
Southern	12		
East Coast	7		
East Malaysia	4		

The Group prioritises sustainability initiatives across all regions, focusing on digitalisation and emissions reduction towards its carbon neutrality 2050 goal.

1.3 Reporting Frameworks and Standards:

This Sustainability Statement is prepared in accordance with the Bursa Malaysia Listing Requirements (specifically Guidance Note 11 for ACE Market, read together with the applicable saving and transitional provisions in Guidance Note 11A) and references the guidance provided in the Bursa Malaysia Sustainability Reporting Guide 3rd Edition and its accompanying Toolkits (Governance, Materiality Assessment, Stakeholder Engagement, Materiality Matrix, Management Approach), Greenhouse Gas Protocol and ISO 14064 family trees.

This statement also considers the recommendations of the Global Reporting Initiative ("GRI") Standards and is aligned with relevant United Nations Sustainable Development Goals ("UN SDGs"), demonstrating our contribution to global sustainability efforts.



Sustainability Statement

1.4 Internal Review and External Assurance:

This Sustainability Statement for FPE 2026 has not been subject to a separate formal internal review or internal assurance engagement over the sustainability disclosures, and no independent external assurance has been obtained. The disclosures are based on information and supporting records provided by the relevant functions of the Group and remain subject to the Group's ordinary management and governance processes. Board and management oversight should not be construed as internal or external assurance over the sustainability information. The Group will continue to strengthen sustainability data governance, review processes and assurance readiness as its reporting practices mature.

2. SUSTAINABILITY GOVERNANCE

2.1 Board Statement on Sustainability:

The Board of Directors of SSF is committed to integrating sustainability into the Group's business strategy and operations. The Board recognises that effective management of material sustainability matters is important for long-term value creation, business resilience and meeting stakeholder expectations. The Board provides overall oversight of the Group's sustainability agenda, including the review of sustainability reporting progress, governance arrangements, material sustainability matters, performance information and areas for improvement.

BOARD REVIEW OF SUSTAINABILITY REPORTING PROGRESS

At the Board Meeting held on 25 September 2025, the Board reviewed the Sustainability Reporting Progress Report for FYE 2025. The review covered the executive summary, governance structure improvements, enhanced reporting frameworks and standards, materiality and stakeholder engagement advancements, performance metrics development, areas for further improvement and strategic recommendations. The Board noted the transition towards a more structured, data-driven and standards-aligned sustainability reporting framework, including a three-tier governance structure and alignment with the Bursa Malaysia Sustainability Reporting Guide, IFRS Sustainability Disclosure Standards and the UNSDG Index.

The Board also noted that the materiality assessment had been updated using stakeholder feedback from employees, customers and suppliers, resulting in a formal materiality matrix, while performance monitoring included e-waste recycling, social performance indicators, supply-chain assessments and enhanced climate-related disclosures. Areas identified for further development included greater environmental data granularity, clearer interim climate targets and preparation for future internal assurance requirements. During the discussion, management emphasised that improvements in data management, transparency, supplier development and climate planning should be implemented in a cost-efficient manner to strengthen business resilience and operational efficiency.

2.2 Governance Structure for Managing Sustainability Matters:

The formal structure for managing sustainability, from oversight to implementation, is as follows:

Board-Level Oversight

The Audit and Risk Management Committee ("ARMC") oversees sustainability matters as part of its risk and governance responsibilities. The ARMC is chaired by Mr. Kong Sau Kian and supports the Board by reviewing sustainability-related strategies, reporting progress, performance, and material risks and opportunities before matters are escalated to the Board, where applicable.

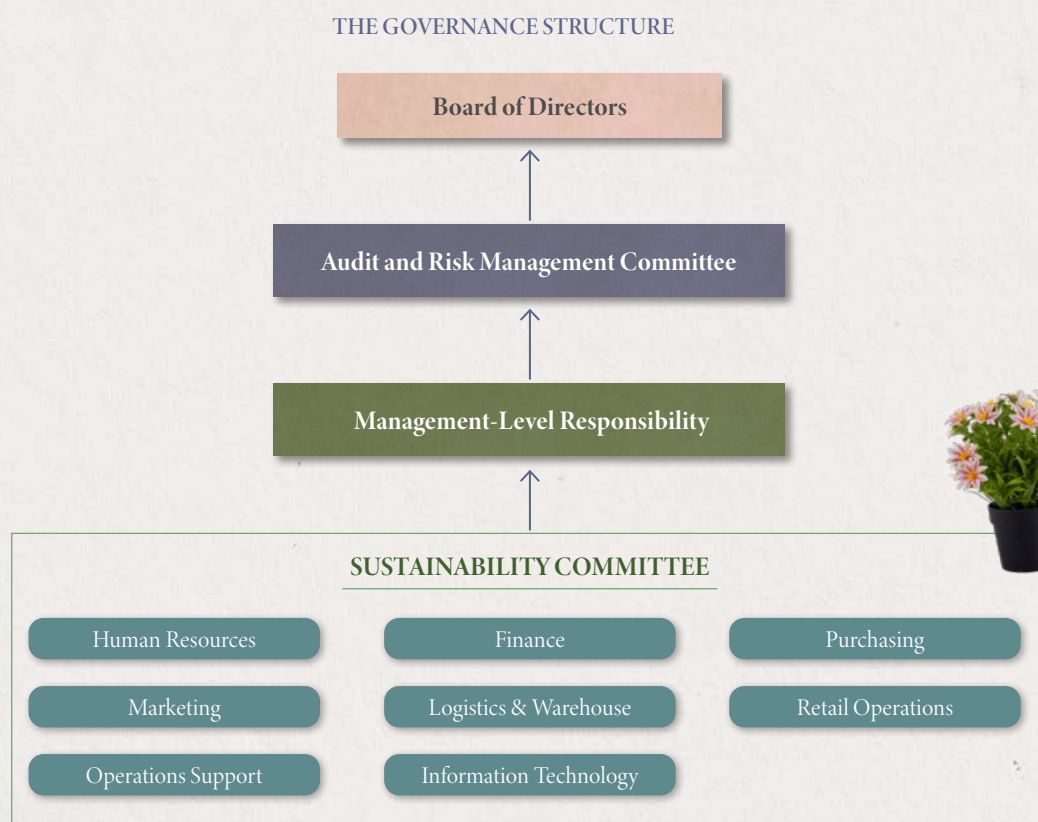
Management Level Responsibility

The C-level leadership of the sustainability agenda is led by Mr Lok Kok Khong, the Deputy CEO. He is responsible for driving and implementing sustainability initiatives, including developing strategies, setting targets, allocating resources, and reporting to the Board.

Operational Level Implementation

Sustainability responsibilities are integrated into relevant departments through a dedicated committee involving the Head of Departments for Human Resources, Finance, Purchasing, Logistics & Warehouse, Retail Operations, Operations Support, Information Technology, and Marketing. This committee ensures that sustainability initiatives are cascaded throughout the organization and embedded in day-to-day activities.

Sustainability Statement



2.3 Training and Awareness:

Initiatives are undertaken to enhance sustainability-related knowledge and awareness among the Board, management and employees through workshops, briefings, internal communications and relevant training programmes applicable to their roles and responsibilities.



3. MATERIALITY ASSESSMENT

3.1 Approach to Materiality:

The systematic process undertaken to identify and prioritize the most significant sustainability matters for SSF and its stakeholders is guided by the Bursa Malaysia Materiality Assessment Toolkit. This involves a comprehensive review of internal and external factors, ensuring that our sustainability efforts and disclosures focus on issues that are most relevant to our business strategy and have the greatest impact on value creation for our stakeholders.

Sustainability Statement

3.2 Stakeholder Engagement:

Identification of Stakeholders

The key stakeholder groups identified as relevant to SSF are: Shareholders/Investors/Board of Directors, Regulators, Employees, Customers, Suppliers and Subcontractors.

Methods of Engagement:

For each stakeholder group, specific methods used for engagement include: annual general meetings, investor briefings, employee surveys, performance appraisals, customer feedback channels, supplier audits, and regulatory consultations.

Key Topics and Concerns Raised:

The primary sustainability topics and concerns gathered from these engagements that informed the materiality assessment include:



Economic/Governance: Financial performance, enhanced brand visibility, partnership to attract high-value customers, improved investment policy and oversight, in-house risk assessment, company strategy, governance, financial oversight, company performance, strategic direction, operational efficiency, mitigation strategies, infrastructure development and management, technology adoption, cyber security, financial planning, budgeting, risk management, statutory reporting, branding, customer acquisition and retention (membership loyalty), promotion (ads), supply chain management, vendor quality & satisfaction, product quality & safety, revenue generation, pricing, customer support, timely delivery, quality of products/services, and coverage options.



Social: Career Development & Training, Occupational Health & Safety, Rewards & Recognition, Supervision, Talent Acquisition and Retention, Workplace Culture, Work-Life Balance, Work Responsibilities & Task Segregation, and Employee Relations (including Dispute Resolution and Grievance Handling).

3.3 Identification of Material Sustainability Matters:

The matters listed below were identified as material to SSF. The table summarises why each matter is important to the company (internal value creation, compliance and risk management) and to its stakeholders (customers, investors, employees, regulators and communities). Short phrases or keywords are used in each column to improve readability. Evidence from recent research and industry reports supports the rationale and demonstrates that these issues are relevant both to SSF and its stakeholders.

MATERIAL SUSTAINABILITY MATTER

Sustainable supplier and supply-chain management



Importance to SSF

- Strengthens brand reputation and customer loyalty by aligning procurement practices with environmental and social values
- Mitigates regulatory and supply-chain risks (e.g., complying with evolving environmental laws and avoiding scandals)
- Reduces costs through energy efficiency, waste reduction and better resource management

Importance to stakeholders

- Customers expect products to be available when needed, meet quality expectations and offer good value, supported by dependable suppliers and responsible sourcing practices
- Investors look for supply chains that minimise environmental and human-rights risks and deliver long-term value

Customer health & safety / product stewardship



Importance to SSF

- Demonstrating a commitment to safe, non-toxic products builds trust and enhances brand reputation
- Adopting product stewardship practices helps navigate complex regulatory frameworks and avoid fines

Importance to stakeholders

- Customers expect safe products and transparency about ingredients; regulators enforce product safety standards
- Investors value companies that proactively manage product-related liabilities.

Sustainability Statement

MATERIAL SUSTAINABILITY MATTER

Waste management & circularity 	Importance to SSF • Circular waste programs reduce material waste and greenhouse-gas emissions • Efficient, circular practices lower resource extraction and operating costs	Importance to stakeholders • Communities worry about landfill impact and pollution • Investors and customers prefer businesses that conserve resources and adopt circular models; as consumers now focus on sustainable lifestyles.
Employee engagement, well-being & development 	Importance to SSF • Engaged employees are enthusiastic, aligned with the mission and drive productivity, innovation and retention • High engagement reduces turnover, fosters a positive culture and boosts customer satisfaction • HR involvement ensures compliance with labour laws and supports training and development	Importance to stakeholders • Employees seek fair treatment, growth opportunities and a healthy work environment • Investors assess human-capital management and employee satisfaction when evaluating long-term value.
Workplace health & safety 	Importance to SSF • Providing a safe workplace is an ethical obligation that improves morale and productivity • A strong safety culture builds trust, loyalty and reduces absenteeism • Investing in safety lowers accident-related costs and protects the company's reputation	Importance to stakeholders • Employees expect safe working conditions; regulators enforce occupational safety standards • Investors consider operational risks and potential liabilities when assessing a company.
Talent attraction & retention 	Importance to SSF • An employee-first reputation attracts top talent, reduces recruitment costs and builds a strong employer brand • Creating brand ambassadors through a positive employee experience strengthens the workforce	Importance to stakeholders • Investors look for stable human capital and leadership continuity • Employees desire long-term career prospects and prefer employers who prioritise well-being, flexibility and growth.
Business ethics & integrity 	Importance to SSF • Upholding integrity, transparency and anti-corruption policies protect staff, reputation and operations • Compliance with anti-bribery laws avoids legal and financial risks • Commitment to ethical conduct across the supply chain promotes high standards and reduces reputational risk	Importance to stakeholders • Investors and customers demand ethical behaviour and transparency; poor business ethics can erode trust and value • Employees and partners seek trustworthy relationships and fairness.
Digitalization & innovation 	Importance to SSF • Digital transformation reduces costs, eliminates paper, improves productivity and supports sustainable operations • Integrating digital technology across operations delivers consistent customer experiences and operational efficiency	Importance to stakeholders • Customers expect modern, seamless experiences; • Investors look for growth and efficiency; employees benefit from modern tools and processes.

Sustainability Statement

MATERIAL SUSTAINABILITY MATTER (CONT'D)



Customer satisfaction & experience

Importance to SSF

- Loyal customers are cheaper to retain than new ones; acquiring a new customer costs 5–20 times more
- Loyalty programs and strong service reduce marketing costs and create brand ambassadors
- Loyal customers spend more often and provide valuable feedback, boosting revenue and product improvement

Importance to stakeholders

- Customers expect high-quality products and service; positive experiences foster loyalty and advocacy
- Investors regard customer retention and satisfaction as indicators of future revenue.



Community engagement & social investment

Importance to SSF

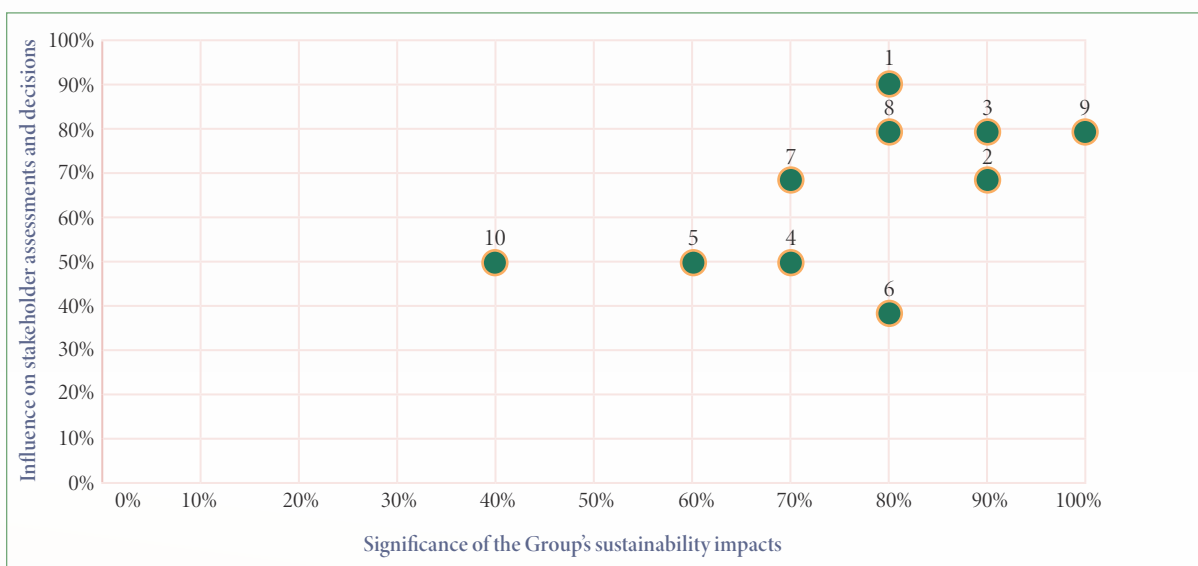
- Corporate community engagement enhances brand reputation by demonstrating social responsibility
- Strengthens relationships with local communities and builds customer loyalty
- Creates a shared sense of purpose and boosts employee morale and loyalty

Importance to stakeholders

- Communities benefit directly from social investment; addressing real needs builds trust and licence to operate
- Employees are proud of companies that give back and are more likely to stay
- Investors consider social impact and reputation when evaluating companies.

3.4 Materiality Matrix

The matrix plots the 10 material sustainability matters identified in Section 3.3 using the assessment scores provided. Matters positioned further towards the upper right have higher scores on both dimensions. The numbered key identifies each matter.



Sustainability matter

- | | |
|---|--|
| 1. Sustainable supplier and supply-chain management | 6. Talent attraction & retention |
| 2. Customer health & safety / product stewardship | 7. Business ethics & integrity |
| 3. Waste management & circularity | 8. Digitalization & innovation |
| 4. Employee engagement, well-being & development | 9. Customer satisfaction & experience |
| 5. Workplace health & safety | 10. Community engagement & social investment |

Sustainability Statement

STAKEHOLDER ENGAGEMENT

The Group engages stakeholders through diverse platforms to address key concerns:

Stakeholder Group	Engagement Methods
Shareholders/Investors/Board of Directors	Annual General Meetings, Investor Briefings
Employees	Employee Surveys, Performance Appraisals
Management Team / Regulators	Strategic Planning Sessions includes regulatory consultations
IT Department	Technology Review
Finance Department	Budgeting & Risk Consultations
Human Resources	HR Dialogues, Management Briefings & Employee Feedback Sessions
Marketing Department	Branding & Promotion Campaign Reviews
Purchasing Department	Supplier Dialogues
Retail/Sales Department	Customer Feedback Reviews
Customers	Feedback Channels
Suppliers & Subcontractors	Supplier Audits

MATERIALITY & SUSTAINABILITY TOPICS

SSF has identified the following material topics based on stakeholder priorities:

Material Matter	Key Stakeholders	Management Approach
Financial Performance & Brand Visibility	Shareholders, Investors, Board	Focus on revenue growth, branding, and high-value customer acquisition.
Governance & Oversight	Board of Directors / Regulators	Enhance internal policies and risk management frameworks and compliance-related matters.
Employee Welfare & Talent Management	Employees, HR	Training, career development, work-life balance, and retention strategies.
Operational Efficiency & Strategy	Management Team	Operational improvements and strategic planning.
Technology & Cybersecurity	IT Department	Infrastructure upgrades, digitalisation, cybersecurity measures.
Financial Planning & Compliance	Finance Department	Robust financial planning, statutory compliance, and risk control.
Employee Relations & Safety	HR Department	Employee well-being, dispute resolution, health and safety initiatives.
Customer Relations & Marketing	Marketing Department, Customers	Customer acquisition, retention, feedback mechanisms, loyalty programs.
Supply Chain Management	Purchasing Department, Suppliers	Vendor quality, supply chain resilience, and product safety assurance.
Sales Performance	Retail/Sales Department, Customers	Revenue optimisation, client engagement, customer support excellence.
Product Quality & Delivery	Suppliers, Customers	Quality assurance, timely delivery.



Sustainability Statement

4. PERFORMANCE METRICS & PROGRESS

ENVIRONMENTAL PERFORMANCE

RECYCLING & CIRCULAR ECONOMY INITIATIVES

SSF manages waste generated across its operations through **recycling, reuse** and appropriate **disposal**. During FPE 2026, the Group's recycling activities covered a range of materials, including cardboard and carton boxes, metals, mixed recyclables and electronic waste ("e-waste").



Waste Management Activity	Outlets (kg)	Warehouse (kg)	Total (kg)
Recycled	62,458	87,585	150,043
Reused / sent for reuse		24,700	24,700
Disposed		21,387	21,387

During FPE 2026, the Group recorded approximately **150,043 kg** of materials sold as scrap for recycling across its outlets and warehouse, comprising approximately **62,458 kg** from outlets and **87,585 kg** from the warehouse. Separately, the warehouse waste records captured **24,700 kg** of materials reused internally or sent for **reuse** and **21,387 kg** of materials **disposed**. These records support the Group's monitoring of material recovery, reuse and disposal across its operations.

Breakdown Recycled

Material Group	KG	%	PCS	RM
E-Waste	378	0.25%	101	2,907
Metal	2,990	1.99%		2,283
Mixed Recyclables	7	0.01%		2
Wood/Pallet/Other	17	0.01%	1,357	6,900
Paper / Carton (OCC)	144,157	96.08%		50,250
Plastic	2,494	1.66%		1,410
Grand Total	150,043	100.00%	1,458	63,752

- Scrap sales proceeds: **RM 63,751.92**
- Data basis: recycled quantities and scrap sales proceeds are based on the Group's outlet and warehouse sales-of-scrap records. Reuse and disposal quantities are based on the warehouse waste records for the reporting period.

Analysis:

Paper and carton packaging represented the Group's largest recyclable material stream during FPE 2026, accounting for approximately **96% of total materials recycled**. Packaging plays an important role in protecting the Group's products during handling, storage and delivery. At the same time, SSF seeks to optimise and reduce packaging materials where practicable without compromising product safety and quality.

These initiatives reflect SSF's ongoing efforts to manage waste responsibly through recycling and reuse. By diverting recyclable materials from disposal, the Group is able to recover valuable resources, extend the useful life of materials and minimise potential environmental and pollution risks.

Sustainability Statement



GHG EMISSIONS INVENTORY

Introduction of GHG Reporting

Introduction

This section presents the Scope 1, Scope 2 and selected Scope 3 **greenhouse gas (“GHG”) emissions** inventory of SSF for the 14-month reporting period from 1 May 2025 to 30 June 2026. The inventory has been prepared using the operational control approach and with reference to the GHG Protocol Corporate Accounting and Reporting Standard.

Purpose and Objectives

The purpose of the GHG inventory is to establish an organisation-level emissions baseline and a consistent process for monitoring the Group's carbon footprint. The inventory supports management in understanding significant emission sources, tracking performance over time, identifying opportunities for emissions and energy-efficiency improvements, and responding to sustainability reporting and supply-chain information requirements.

Intended Use and Intended Users

The GHG inventory is intended primarily for use by the Board and management, the sustainability team, relevant operational functions and compliance personnel to support informed decision-making and the monitoring of emissions performance. Subject to the Group's disclosure and approval processes, the information may also be provided to auditors, regulators, customers, business partners and other stakeholders seeking supply-chain or sustainability-related information.

Frequency of Reporting

The GHG inventory is prepared annually. For FPE 2026, the inventory covers the extended financial period from 1 May 2025 to 30 June 2026 following the change in the Group's financial year end. For subsequent financial years, the reporting cycle will follow the Group's financial year from 1 July to 30 June, unless otherwise determined by the Group.

Description of Organisation

Description of the Reporting Organisation

SSF is principally involved in the retail of furniture, home décor and home-living products through physical retail outlets and its online channel. The Group offers a range of furniture, home décor and home-living products for use in residential and other living environments.

Responsibility for Preparation of the GHG Inventory

Overall responsibility for coordinating the preparation of the GHG inventory is assigned to the Operations Department (Environmental Section), with supporting data and information provided by relevant functions, including:

- Human Resource Department (Safety & Health and Facility Section)
- Finance Department
- Operations Support Department
- Retail Operations Department
- Logistics & Warehouse Department
- Purchasing Department

Data and Information Included

- a) Emission data from identified significant sources within the defined reporting boundary
- b) Applicable emission factors and their sources
- c) Underlying activity data used in the calculations
- d) GHG emissions calculations expressed in carbon dioxide equivalent (CO₂e)

Policy on Availability and Dissemination

The GHG inventory and supporting working records are maintained for internal management, sustainability reporting and audit purposes. Where required by regulatory requirements, voluntary schemes or stakeholder information requests, an appropriate summary or relevant information may be provided subject to management approval and the Group's disclosure controls.

Reporting Period

1 May 2025 to 30 June 2026 (14 months).

GHG Inventory Verification Status

The GHG inventory represents SSF's quantification of Scope 1, Scope 2 and selected Scope 3 emissions for FPE 2026. The GHG inventory has not undergone independent third-party verification or assurance for this reporting period.

Sustainability Statement

ENVIRONMENTAL PERFORMANCE

GHG EMISSIONS INVENTORY (CONT'D)

Organisational and Reporting Boundaries

Organisational Boundary

The GHG inventory applies the operational control approach. The following entities are included within the organisational boundary:

- i) SSF Sdn Bhd
- ii) SSF Creative Life Centre Sdn Bhd
- iii) SSF Home Furnishing Sdn Bhd

The detailed list of facilities included in the GHG inventory is available on the Group's website at: <https://www.ssfcom.my/financial-reports/#fy-2026>.

Reporting Boundary

The GHG reporting boundary includes the following emission scopes and selected categories:

- **Scope 1** Direct GHG emissions from sources owned or controlled by the Group, including mobile combustion, stationary combustion and fugitive emissions.
- **Scope 2** Indirect GHG emissions from purchased electricity.
- **Scope 3** Selected indirect GHG emissions comprising Category 4 (upstream transportation and distribution), Category 6 (business travel), Category 7 (employee commuting) and Category 9 (downstream transportation and distribution).

The inventory considers the greenhouse gases CO₂, CH₄, N₂O, HFCs, PFCs, SF₆ and NF₃, where applicable. Emissions are converted and reported as carbon dioxide equivalent (CO₂e).

GHG Emission Inventory

Consolidated Statement of GHG Emissions

For the 14-month reporting period from 1 May 2025 to 30 June 2026, total GHG emissions amounted to 7,088.88 tCO₂e. Scope 2 purchased electricity was the largest contributor, accounting for 71.35% of total emissions, followed by selected Scope 3 emissions at 23.47% and Scope 1 emissions at 5.18%.

Emissions Scope	FPE 2026 (tCO ₂ e)	% of Total
Scope 1	366.96	5.18%
Scope 2	5,057.93	71.35%
Scope 3	1,663.99	23.47%
Total	7,088.88	100.00%

Emission Factors and Calculation Basis

GHG emissions are calculated by applying the relevant emission factor to the corresponding activity data and converting the resulting emissions to CO₂e. The final FPE 2026 inventory applies the emission factors reflected in the consolidated carbon emission summary, including factors for fuel combustion, purchased electricity, transportation and employee commuting. Activity data and calculation records are maintained as supporting documentation for the inventory.

Where source-specific activity data or emission factors are updated, the Group will apply the most appropriate available factor and maintain the supporting basis for the calculation to support consistency and traceability in subsequent reporting periods.

A detailed breakdown of the emission sources, measurement units and emission factors applied for FPE 2026 is available on the Group's website at: <https://www.ssfcom.my/financial-reports/#fy-2026>.



Sustainability Statement



WATER CONSUMPTION

The Group's **water consumption** is primarily for sanitation, cleaning and other basic facility requirements across its outlets and facilities.

SSF continues to monitor water consumption through utility records to support **responsible water use** and identify opportunities for improved efficiency.

For FPE 2026, recorded water consumption amounted to **10,762.77 m³**, or approximately **10.76** megalitres. Of this, 8,747.77 m³ was attributable to 23 standalone outlets, representing approximately 81.3% of the recorded water consumption.

The Group will continue to improve the monitoring of water usage across its operations and promote responsible water consumption practices.

Location	Water Consumption (m ³)	% of Total
Hostel	52.00	0.5%
Warehouse	1,963.00	18.2%
Outlets	8,747.77	81.3%
Total	10,762.77	100.0%



Note: Water consumption data covers 23 standalone outlets, the warehouse and hostel. Water usage at mall-based outlets is managed by the respective mall management and is not separately metered to the Group.

GREEN LANDSCAPING AND BIODIVERSITY

SSF supports green landscaping within its premises as part of its environmental management efforts. The Glenmarie outlet has a total of **55 trees** within its grounds, contributing to a greener and more pleasant environment.

The landscaping is intended to help customers feel closer to nature while creating a warm, welcoming atmosphere that reflects the comfort of home. This initiative also supports the Group's broader efforts to enhance the environmental quality of its premises.

Beyond on-site landscaping, biodiversity considerations are also reflected in the Group's supply-chain sustainability assessment. For FPE 2026, **38.5%** of assessed suppliers indicated that biodiversity impacts were considered in their environmental practices. This provides SSF with a baseline for further supplier engagement and for progressively strengthening awareness of biodiversity-related impacts across its value chain. SSF will continue to maintain green landscaping where practicable and consider opportunities to strengthen biodiversity considerations alongside its broader environmental management efforts.



Sustainability Statement

SOCIAL PERFORMANCE

OUTLET CUSTOMER EXPERIENCE AND BUSINESS CONTINUITY

SSF monitors customer feedback across its outlets as an indicator of service quality and business continuity.

During FPE 2026, the Group recorded **10,306** Google Reviews across its outlet network. The overall current rating stood at **4.7** out of **5.0**, reflecting generally positive customer feedback across the Group's retail operations.



TOP 3 HIGHEST RATED OUTLETS

SSFHOME @
Careplus Mall,
Seremban 2

4.9

SSFHOME @
Square One
Batu Pahat

4.9

SSFHOME @
Kemaman

4.9

LOWEST 3 RATED OUTLETS

SSFHOME @
Anson Road,
Penang

4.2

SSFHOME @
Temerloh

4.5

SSFHOME
@ DPULZE
Cyberjaya

4.5

Analysis:

The overall rating of **4.7 out of 5.0** indicates generally **positive customer experience** across SSF outlets. The variation in ratings between outlets also provides the Group with a useful indicator for identifying service strengths and areas requiring further attention.

Higher-rated outlets serve as internal reference points for customer experience practices, while lower-rated outlets provide opportunities for targeted improvement. The Group uses customer feedback, together with operational observations, to guide initiatives such as customer service training, local engagement activities and targeted marketing initiatives, where appropriate.

From a business continuity perspective, maintaining consistent customer experience across the outlet network supports customer confidence, brand reputation and long-term customer relationships. The Group will continue to monitor customer feedback and incorporate relevant insights into its retail operations and sustainability approach.

EMPLOYEE DEVELOPMENT

SSF is committed to continuous learning and professional development. In FPE 2026, employees completed a total of **6,985.5** training hours (rounded to 6,986 hours for reporting), representing an average of **14.23** training hours per full-time employee, or **13.56** hours when including employees who left the Group during the year.

Sustainability Statement



This reflects the Group's ongoing efforts to strengthen workforce capabilities through workshops, internal communications and targeted training on material sustainability matters applicable to its operations. These initiatives support employee development, operational efficiency and the Group's sustainability objective.

Total hours of training:



6,986

Total Full-Time Staff as of 30/06/2026

491

(515 including resigned staff)

Average training hours per employee per year

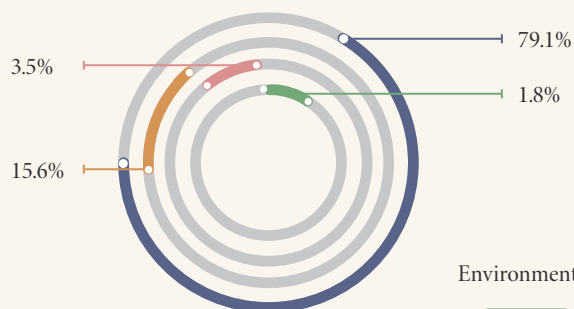
14.23

(13.56 including resigned staff)

	FYE 2025	FPE 2026
Total hours of training	3,769	6,986
Total Full-Time Staff	478	491
Average training hours per employee per year	7.9	14.23

Training Initiatives: Workshops, internal communications, and specific training on sustainability matters.

SSF Training Hours by ESG Category



Environmental Governance Social Others

126

5,523

1,092

245

Total

6,986

100.0%



Sustainability Statement

SOCIAL PERFORMANCE

ANTI-CORRUPTION TRAINING

Upholding high ethical standards is central to SSF's corporate governance framework. In FPE 2026, based on the employee headcount as at 25 April 2026, **91%** of total staff were trained on anti-corruption policies.

The high level of participation reflects the Group's continued commitment to promoting integrity, transparency and ethical conduct across the organisation. SSF will continue to reinforce awareness of anti-corruption policies and responsible business practices across all levels of the Group.

Category	Total Staff	Attendees	Percentage (%)
Directors	7	7	100.00%
Managers	63	56	88.89%
Executives	53	50	94.34%
Non-Executive	366	343	93.72%
Temporary	139	116	83.45%
Total	628	572	91.08%

Note: The training participation rate was calculated based on the identified personnel as at 25 April 2026 and may differ from the Group's total workforce as at 30 June 2026

SAFETY TRAINING

Recognising that workplace safety is essential to operational resilience, SSF continued to provide targeted safety training to strengthen employee awareness, emergency preparedness and workplace safety practices.

In FPE 2026, 8 employees participated in OSH-Coordinator Training, **45** employees participated in Emergency Response Training and **26** employees participated in Evacuation Drills. These initiatives support the Group's ongoing efforts to maintain a safe and prepared working environment.

Training Type	Headcount (FYE 2025)	Headcount (FPE 2026)
OSH-Coordinator Training	68	8
First Aid, CPR, and AED Training	63	0
Emergency Response Training	Nil	45
Evacuation Drill	Nil	26

EMPLOYEE DIVERSITY

SSF recognises the importance of workforce diversity in fostering a positive and inclusive working environment. The Group values employees from different backgrounds, age groups and experiences, and strives to provide fair employment opportunities based on job requirements, qualifications and individual capabilities.

As at 30 June 2026, the Group had a total workforce of **648** employees, comprising 546 local employees (84.26%) and 102 foreign employees (15.74%). The following tables present the workforce composition by gender, age group, ethnicity and employee category

Gender	Headcount	Percentage (%)
Male 	393	61%
Female 	255	39%
TOTAL	648	100.00%

By age group	Headcount	Percentage (%)
above 50 years old	52	8.02%
30 – 50 years old	294	45.38%
below 30 years old	302	46.60%
TOTAL	648	100.00%

Sustainability Statement



Breakdown by ethnicity	Headcount	Percentage (%)
NON-MALAY BUMIPUTERA	44	8.06%
CHINESE	128	23.44%
INDIAN	12	2.20%
MALAY	359	65.75%
OTHERS	3	0.55%
TOTAL	546	100.00%

Note: The ethnicity breakdown excludes 102 foreign employees.



Breakdown by gender employee category	 Female	 Male	TOTAL
NON-EXECUTIVES	184	342	526
EXECUTIVES	30	23	53
MANAGERS	41	28	69
TOTAL	255	393	648
	39.4%	60.6%	100.0%

EMPLOYEE TURNOVER & ATTRITION

Employee retention remains a key focus for SSF as part of its sustainability strategy. During FPE 2026, the Group recorded an average attrition rate of **3.95%** among permanent employees, compared with **5.15%** when temporary and part-time employees were included.

The difference reflects the inclusion of temporary and part-time employees in the overall attrition calculation, including those engaged during festive periods to support increased customer traffic and sales activities.

The Group monitors workforce trends to identify areas for improvement in employee engagement and retention. The Group supports employee development by providing learning and training opportunities aimed at enhancing employees' knowledge, skills and capabilities. In addition, the Group promotes workplace safety awareness to encourage a safe and responsible working environment. These initiatives aim to support talent development, employee engagement and business continuity.

Detailed monthly headcount and resignation rates are reported.



Average attrition rate (including temporary staff): **5.15%**



Sustainability Statement

SOCIAL PERFORMANCE

EMPLOYEE HEALTH & WELL-BEING

Employee health and well-being remain important aspects of SSF's approach to sustainable business practices. During FPE 2026, the Group continued to support employee well-being through the provision of medical benefits, medical leave, hospitalisation leave and personal accident insurance, in accordance with the Group's employment policies and applicable statutory requirements.

These benefits are intended to provide employees with access to medical support, adequate time for recovery during illness, and financial protection against unforeseen accidents, subject to the applicable terms and conditions. Through these measures, the Group aims to promote employee well-being and foster a supportive working environment, recognising the importance of employee health in supporting workforce stability and long-term business sustainability.

HOLISTIC STAFF BENEFITS

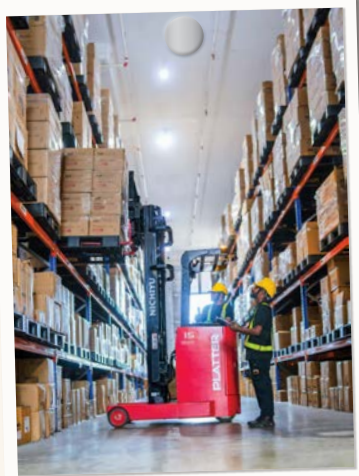
In addition to statutory entitlements, SSF provides a range of employee welfare benefits, including financial assistance in times of hardship, support for life events such as marriages and newborns, hospitalisation assistance and academic recognition for employees' children. These benefits form part of the Group's ongoing efforts to support employee welfare and well-being.



EMPLOYEE IMPROVEMENT SURVEY RESULTS

Employee engagement and satisfaction are important in fostering a positive and productive working environment. During FPE 2026, the Group conducted an Employee Improvement Survey to better understand employees' views and experiences across key areas of the workplace.

The survey achieved a **72.2%** participation rate, with **463** out of **641** employees responding, and recorded an average satisfaction score of 80.2%. Job Satisfaction achieved the highest score at **82.8%**, followed by Work Environment at **81.6%** and Overall Satisfaction at **80.3%**. The findings provide valuable insights into areas of strength and opportunities for improvement, and will serve as a useful reference for future initiatives to enhance employee engagement and workplace experience.



High average rating across job satisfaction, work environment, overall Satisfaction and more.



Overall average rating:

4.81
80.24%

Sustainability Statement



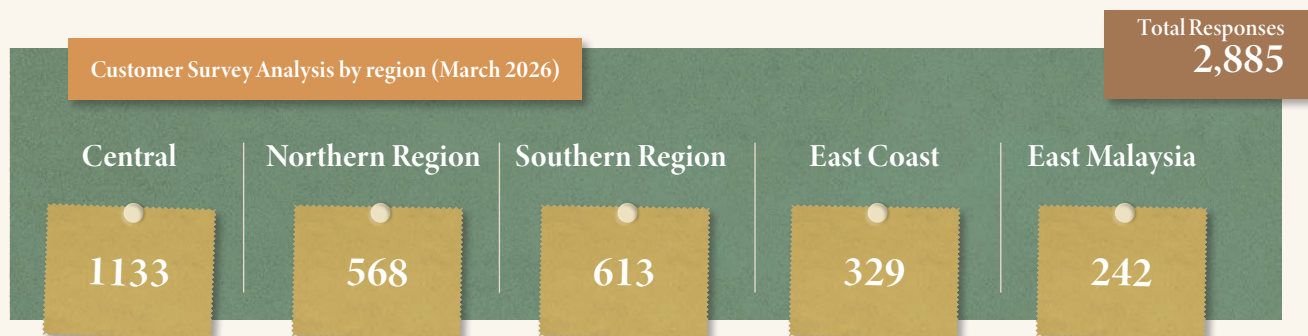
CUSTOMER EXPERIENCE SURVEY BASELINE (JUNE 2025)

Earlier in the reporting period, a customer survey conducted from 6 to 30 June 2025 received **2,145** responses across Klang Valley, the Northern Region, Southern Region, East Coast and East Malaysia. The survey provides an additional baseline for monitoring customer experience during the 14-month reporting period.

Customer Survey Analysis (March 2026)

During FPE 2026, SSF conducted a customer experience survey across its outlets to better understand customer expectations and satisfaction in areas including product quality, pricing, service quality, store safety and comfort, after-sales service and overall shopping experience.

The survey received **2,885** responses across all five regions, comprising 1,133 responses from the Central Region, 568 from the Northern Region, 613 from the Southern Region, 329 from the East Coast and 242 from East Malaysia.



The survey results reflected generally positive customer experiences. **91.3%** of respondents rated product quality as Good or Excellent, while retail staff service quality achieved an average rating of **4.8 out of 5**. In addition, 97% of respondents indicated that they felt safe and comfortable in SSF stores. Overall, 89.1% of respondents were Satisfied or Very Satisfied with their shopping experience, while 91.3% indicated that they were Likely or Very Likely to recommend SSFHOMe to others.

Customer Experience Highlights

Total Survey Responses	2,885
Members shopping frequency	More than 60%
Product Quality – Good / Excellent	91.3%
Retail Staff Service Quality	4.8 / 5
Safe and Comfortable In-Store Experience	97.0%
After-Sales Service – Good / Excellent	89.7%
Overall Shopping Experience – Satisfied / Very Satisfied	89.1%
Likely / Very Likely to Recommend SSFHOMe	91.3%

The feedback also provides the Group with insights into areas for further improvement, including product selection, service responsiveness, store layout and comfort, promotional offerings and membership experience. SSF will continue to use customer feedback to support improvements in service quality and the overall customer experience.

Supplementary Customer Satisfaction Snapshot (19 June – 7 July 2026)

A separate in-store QR feedback exercise covering 19 June to 7 July 2026 collected **866** responses from **36 of 48** active outlets. The overall customer satisfaction (CSAT) score was **4.76 out of 5**, while Product Pricing was the lowest-scoring dimension at **4.64 out of 5**. As the survey period extends seven days beyond the financial period ended 30 June 2026, these results are presented as supplementary information and are not treated as a wholly in-period FPE 2026 metric.

Sustainability Statement

SOCIAL PERFORMANCE

WORK-RELATED INJURIES

Ensuring a safe and healthy work environment remains a priority for SSF. In FPE 2026, the Group recorded **10** work-related injuries, of which **9** were lost-time incidents, with **no work-related fatalities** reported. The work-related injury rate was **1.74 per 200,000** hours worked, while the Lost Time Incident Rate ("LTIR") was **1.57 per 200,000** hours worked.

Employee health and safety remain an important part of our commitment to providing a safe and supportive working environment. During FPE 2026, workplace injury cases arose from various day-to-day operational activities across retail outlets and warehouse operations, including manual handling, movement of goods, slips and falls, and other operational activities. The incidents were varied in nature and occurred across different work locations, with no single common cause identified. These cases highlight the importance of maintaining safety

awareness, particularly in activities involving physical movement, handling of goods and the use of workplace equipment. Moving forward, continued attention will be placed on promoting safety awareness and encouraging employees to exercise appropriate care while carrying out their duties. Practical opportunities to improve workplace safety practices and reduce occupational risks will also be considered as part of our ongoing efforts to provide a safer working environment.

Description	Value
Number & Rate of Work-Related Injuries	1.74
Number of Work-Related Fatalities	0
Number of Workers with OSH-Coordinator Training	8
Lost Time Incident Rate (LTIR)	1.57

SUPPLIER SPENDING & SUSTAINABILITY ASSESSMENT (FPE 2026)

Period:
1 May 2025 to 30
June 2026



Supplier Type	Percentage (%)
Local	91%
Overseas	9%
Total	100%

This analysis reflects the Group's strong commitment to local supplier, with **91%** of total procurement spent on local suppliers during the reporting period.

Supplier Sustainability Assessment

SSF conducted its Vendor Sustainability Assessment for FPE 2026, covering **26 suppliers**. The assessment evaluated key environmental, social, and governance ("ESG") practices among suppliers:

ESG Aspect	Number of Suppliers	Percentage (%)
Total Suppliers Assessed	26	100%
Suppliers with GHG Emissions Tracking	7	26.9%
Suppliers with Environmental Certifications	17	65.4%
Suppliers with Human Rights Due Diligence	23	88.5%
Suppliers with Anti-Corruption Policy	24	92.3%

The results indicate strong supplier performance on environmental certifications and anti-corruption policies, with 65.4% holding environmental certifications and 92.3% having anti-corruption policies in place.

However, there remains a gap in tracking greenhouse gas (GHG) emissions, with only 26.9% of suppliers currently monitoring their emissions. This highlights an opportunity for SSF to engage suppliers on climate-related initiatives.

Similarly, while most suppliers have implemented human rights due diligence (88.5%), there is room for further improvement, especially in supply chain transparency and social compliance.

Moving forward, SSF aims to collaborate closely with suppliers to enhance sustainability practices, particularly in emissions management and social responsibility.

Sustainability Statement

CORPORATE SOCIAL RESPONSIBILITY (CSR) INITIATIVES

1 SSF is committed to supporting community and sustainability-related initiatives through partnerships and in-kind contributions.

During FPE 2026, SSF supported the Transformative Partnerships: Civil Society and Private Sector Driving the Sustainable Development Goals Forward event by providing its SSF Home @ MyTown premises as the event venue.

The programme, jointly organised by the ESG Association of Malaysia ("ESGAM") and the Malaysian CSO-SDG Alliance, provided a platform for discussions on ESG integration, sustainability challenges and opportunities for collaboration between civil society and the private sector in advancing the Sustainable Development Goals ("SDGs").

SSF's venue sponsorship reflects the Group's support for collaborative sustainability initiatives and engagement with the wider community.

2 During FPE 2026, SSF contributed **RM10,000 to Persatuan Alumni Pay Chee** in support of the SJKC Pay Chee Building Fund. The contribution supports the school's future development and improvement of its educational facilities, reflecting the Group's commitment to education and local community development.

3 During FPE 2026, SSF organised the **SSFHOME HQ Recycling Day** to raise awareness of responsible recycling practices and encourage employee participation in environmental sustainability efforts. Employees were encouraged to bring recyclable materials for collection and proper recycling, fostering a stronger environmental consciousness and promoting a culture of sustainability within the organisation.

4 During FPE 2026, SSF contributed **RM5,000 to Persatuan Angin Ahmar Kebangsaan Malaysia ("NASAM")** in support of its 30th Anniversary programme. NASAM is a non-profit organisation dedicated to providing stroke-specific rehabilitation and support to stroke survivors and their families. The contribution reflects the Group's support for community health and well-being.

5 During the reporting period, the Group contributed **RM1,000 to the Hong Leong Bank , Hong Leong Bank For Good: Business & Corporate Banking Fundraising Initiative 2026**. The initiative supports local welfare homes, schools and underprivileged communities, including assistance towards living conditions, healthcare and educational resources. The contribution reflects the Group's support for community welfare and social development.



Sustainability Statement

GOVERNANCE PERFORMANCE

FINANCIAL RESULTS

Revenue growth, cost efficiency, strategic investments.

1

CYBERSECURITY

Strengthening IT infrastructure and risk controls.

2

COMPLIANCE

Regular audits and compliance monitoring.

3

During FPE 2026, the Board also reviewed strategic initiatives relating to procurement, retail operations, warehouse and logistics efficiency, data analytics for targeted customer engagement, and the introduction of sustainable and eco-friendly product options. These initiatives support operational resilience, customer responsiveness and responsible growth.

Internal Control and Audit

During FPE 2026, the Board received and noted the Internal Audit Report dated 11 June 2026 covering the Group Marketing Management processes of SSF Creative Life Centre Sdn. Bhd. and SSF Home Furnishing Sdn. Bhd. for the period from 1 May 2025 to 30 April 2026. The internal audit reported four medium-priority findings and assessed the internal control environment of the audited areas as “Moderate”, with controls and compliance generally in place but additional improvements required. Management acknowledged the findings and agreed to implement the relevant action plans. The Board also noted that eight of the nine findings raised in the previous Internal Audit Report dated 6 June 2025 had been fully implemented, with the remaining finding still in progress.

Regulatory Monitoring

The Board continued to monitor relevant regulatory developments during the reporting period. At its meeting on 24 June 2026, the Board noted amendments to the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad arising from the Market Segmentation Review and other consequential amendments. This forms part of the Group's broader governance and compliance monitoring processes.

Performance and Progress



In FPE 2026, SSF demonstrated a strong commitment to local suppliers, with 91% of its total spending allocated to local suppliers. This highlights our efforts to support the local economy and build resilient supply chains within Malaysia.



Our inaugural Vendor Sustainability Assessment, covering 26 key suppliers, provides valuable insights into the ESG performance of our supply chain partners. The assessment reveals strong adherence to fundamental social and governance practices: all assessed suppliers reported fair-wage and child/forced-labour policies, while 88.5% reported health and safety practices and codes of conduct, and 92.3% reported anti-corruption policies. This indicates a robust foundation for ethical operations within our supply chain.



In terms of environmental performance, 65.4% of assessed suppliers have waste reduction, reuse and recycling measures. Areas for improvement include Greenhouse Gas Emissions Tracking (26.9%), Climate Risk Mitigation (38.5%), Scope 3 Emissions Disclosure (23.1%) and Biodiversity Impact Consideration (38.5%). The average scores for environmental management initiatives - Energy Consumption: 2.96, Water Usage: 3.00 and Pollution Prevention: 3.08 - suggest moderate implementation, indicating room for enhancement. The presence of environmental certifications, including FSC and ISO 14001 among some suppliers, is a positive indicator.



For social aspects, while core labour practices are well-covered, community engagement initiatives show an average score of 3.27, suggesting varied levels of involvement.



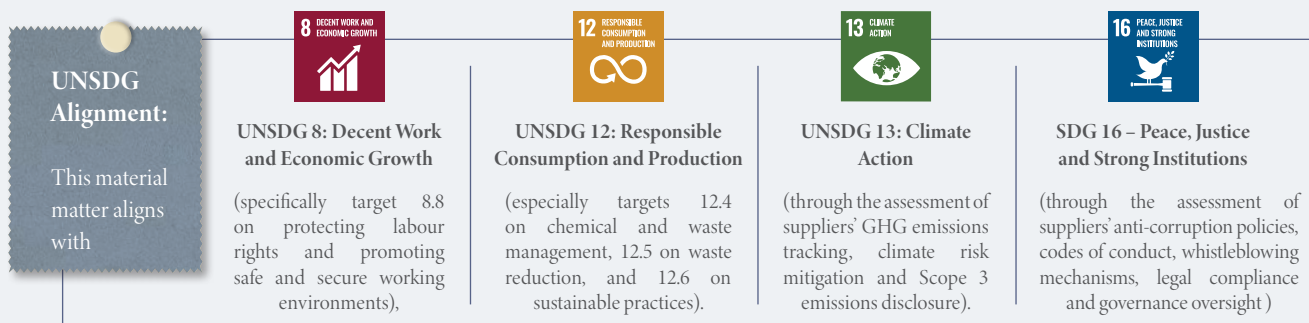
Governance aspects are generally strong, with high percentages of suppliers demonstrating policies for anti-corruption, code of conduct and legal compliance. Board/Management Oversight of ESG is present in 80.8% of assessed suppliers, which is encouraging.

Sustainability Statement



FUTURE OUTLOOK/PLANS

Building on the findings of the Vendor Sustainability Assessment, the Group will continue to engage with suppliers to strengthen sustainability practices, particularly in areas such as climate risk management, Scope 3 emissions disclosure and environmental management. SSF will also explore opportunities to encourage greater adoption of relevant environmental and social certifications and strengthen sustainability awareness across its supply chain. The Group will continue to support local suppliers while engaging its supply chain partners on responsible and sustainable business practices.



GOVERNANCE: CLIMATE-RELATED STRATEGY AND RISK MANAGEMENT

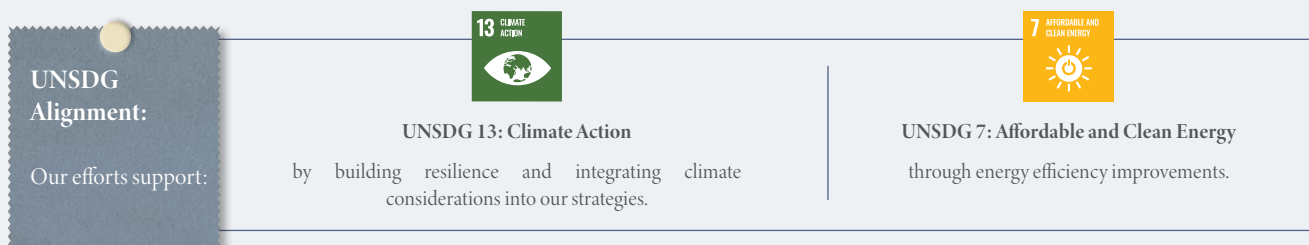
SSF recognises climate-related and broader environmental matters as part of its sustainability governance. While formal climate-related policies and interim targets continue to be developed, the Group is strengthening its underlying data and management practices through GHG emissions monitoring, energy-efficiency initiatives, responsible waste and resource management, and engagement with its supply chain.

The Group recognises the potential impacts of climate change on its operations, supply chain and resource use. During FPE 2026, SSF continued to strengthen its understanding of these impacts through the development of its GHG inventory, energy-efficiency initiatives, waste segregation and recycling practices, and supplier sustainability assessment. These measures provide a practical foundation for progressively integrating climate-related considerations into business planning and risk management.

During FPE 2026, the Group established its GHG emissions inventory covering Scope 1, Scope 2 and Scope 3 emissions. These efforts provide a basis for identifying areas for improvement and progressively strengthening the integration of climate-related considerations into the Group's business planning and risk management processes.



These factors are considered in the Group's business planning and investment priorities as it continues to strengthen operational resilience and its response to sustainability-related risks and opportunities.

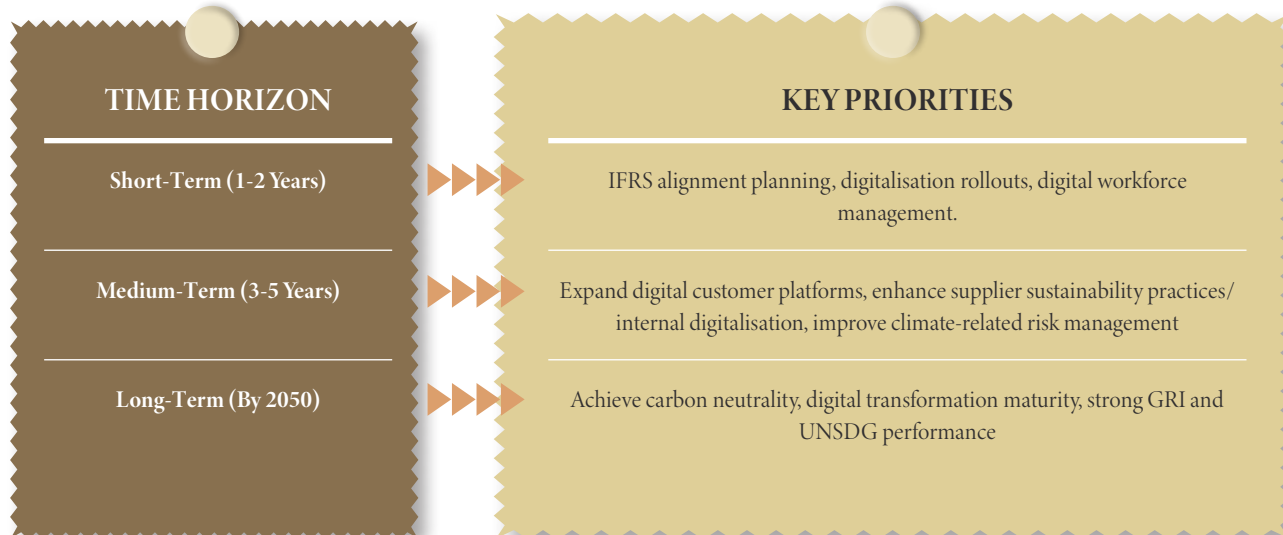


Risk Management

Climate-related risks are addressed through the Group's risk management processes. SSF assesses the potential effects of these risks on its operations, supply chain and customer demand, and implements appropriate responses where necessary. Mitigation measures include supply-chain diversification, energy-efficiency initiatives, employee engagement, and improvements in packaging and product design. The Audit and Risk Management Committee provides oversight of these matters to support effective governance and informed decision-making.

Sustainability Statement

5. STRATEGIC SUSTAINABILITY PRIORITIES



6. GRI & UNSDG INDEX (APPENDIX)

SSF's sustainability initiatives are aligned with the United Nations Sustainable Development Goals (UNSDGs), supporting Malaysia's commitments to global sustainable development targets.

GRI Standard	UNSDG	UNSDG Name & Description	SSF Actions
302	 	SDG 7 (Affordable & Clean Energy) & SDG 13 (Climate Action)	Energy efficiency projects, emissions reduction, and recycling initiatives
305		SDG 13 (Climate Action)	E-waste recycling, emissions tracking, carbon neutrality 2050 goal
306		SDG 12 (Responsible Consumption and Production)	Recycling, reuse and waste disposal
401		SDG 8 (Decent Work & Economic Growth)	Employee development, anti-corruption training, health and safety programs
404	 	SDG 4 (Quality Education) & SDG 8 (Decent Work & Economic Growth)	Employee upskilling, training programs, and career development
416		SDG 12 (Responsible Consumption & Production)	Product safety, customer service, waste reduction, and supply chain assessment

Sustainability Statement

SSF's sustainability efforts contribute to the following GRI topics and UNSDGs:

GRI Standard	UNSDG	Description
302	 	Energy Management & Emissions Reduction
305		Emissions Reporting
306		Waste Management
401		Employment Practices
404	 	Training & Education
416		Customer Health & Safety

7. CLOSING STATEMENT

SSF remains committed to strengthening its sustainability practices across its operations. The Group will continue to manage environmental impacts, support employee development and well-being, uphold sound governance practices and integrate sustainability considerations into business decision-making to support responsible growth and long-term value creation for stakeholders.



Sustainability Statement

Prescribed CSI Platform Table

Date & Time: 2026-10-20_10:50:33
Ace Market | Group 3 | FYE 30/06/2026

SSF HOME GROUP BERHAD
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Waste management (recycle)	Total waste recycled	Kg	-	150043	-	No assurance
Waste Management (Reused / sent for reuse)	Total materials reused or sent for reuse	Kg	-	24700	-	No assurance
Waste Management (Disposed)	Total waste directed to disposal	Kg	-	21387	-	No assurance
Climate Change & Emission Management	Total Scope 1 GHG emissions	tCO ₂ e	-	366.96	-	No assurance
Climate Change & Emission Management	Total Scope 2 GHG emissions	tCO ₂ e	-	505793	-	No assurance
Climate Change & Emission Management	Total selected Scope 3 GHG emissions	tCO ₂ e	-	1663.99	-	No assurance
Water management (Warehouse)	Total water consumption - Warehouse	m ³	-	1963	-	No assurance
Water management (Outlets)	Total water consumption - Retail Outlets	m ³	-	874777	-	No assurance
Employee Development	Total employee training hours	Hours	3769	6986	-	No assurance
Employee Development	Total full-time employees	Persons	478	491	-	No assurance
Employee Development	Average training hours per full-time employee	Hours/employee	7.9	14.23	-	No assurance
Anti-Corruption	Employees who completed anti-corruption training	Persons	443	572	-	No assurance
Anti-Corruption	Percentage of employees who completed anti-corruption training	Percentage (%)	73	91.08	-	No assurance
Occupational Health and Safety	Employees participating in OSH-Coordinator Training	Persons	68	8	-	No assurance

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Sustainability Statement

Prescribed CSI Platform Table

SSF HOME GROUP BERHAD BMLR Transition Period

Date & Time: 2026-10-20_10:50:33
Ace Market | Group 3 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Occupational Health and Safety	Employees participating in First Aid, CPR and AED Training	Persons	63	0	-	No assurance
Occupational Health and Safety	Employees participating in Emergency Response Training	Persons	-	45	-	No assurance
Occupational Health and Safety	Employees participating in Evacuation Drills	Persons	-	26	-	No assurance
Occupational Health and Safety	Number of work-related injuries	Cases	-	10	-	No assurance
Occupational Health and Safety	Work-related injury rate	Per 200,000 hours worked	0.43	1.74	-	No assurance
Occupational Health and Safety	Lost Time Incident Rate (LTIR)	Per 200,000 hours worked	0.29	1.57	-	No assurance
Occupational Health and Safety	Number of work-related fatalities	Cases	0	0	-	No assurance
Employee Diversity	Total employees	Persons	-	648	-	No assurance
Employee Diversity (Gender)	Male employees	Percentage (%)	-	61	-	No assurance
Employee Diversity (Gender)	Female employees	Percentage (%)	-	39	-	No assurance
Employee Diversity (Age)	Employees above 50 years old	Percentage (%)	-	8.02	-	No assurance
Employee Diversity (Age)	Employees 30 – 50 years old	Percentage (%)	-	45.38	-	No assurance
Employee Diversity (Age)	Employees below 30 years old	Percentage (%)	-	46.6	-	No assurance
Employee Diversity (Employee Category)	Non-Executive employees	Percentage (%)	-	81.2	-	No assurance
Employee Diversity (Employee Category)	Executive employees	Percentage (%)	-	8.2	-	No assurance

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Sustainability Statement

Prescribed CSI Platform Table

SSF HOME GROUP BERHAD

BMLR Transition Period

Date & Time: 2026-10-20_10:50:33

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

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Employee Diversity (Employee Category)	Managers Management employees	Percentage (%)	-	10.6	-	No assurance
Employee Retention	Average attrition rate – permanent employees	Percentage (%)	-	3.95	-	No assurance
Employee Engagement	Employee survey participation rate	Percentage (%)	-	72.2	-	No assurance
Employee Engagement	Average employee satisfaction score	Percentage (%)	72.08	80.24	-	No assurance
Sustainable Supply Chain	Local supplier spending	Percentage (%)	91	91	-	No assurance
Sustainable Supply Chain	Overseas supplier spending	Percentage (%)	9	9	-	No assurance
Community Investment (CSI)	Total monetary contributions to community initiatives	MYR	14000	16000	-	No assurance

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CORPORATE GOVERNANCE

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Corporate Governance Overview Statement



The Board of Directors (“Board”) of SSF Home Group Berhad (“Company”) is pleased to present this statement, which gives shareholders and investors an overview of the Company’s corporate governance practices for the fourteen (14)-months financial period ended 30 June 2026 (“FPE 2026”). This Corporate Governance Overview Statement (“CG Statement”) is issued in compliance with Rule 15.25 of the ACE Market Listing Requirements (“Listing Requirements”) of Bursa Malaysia Securities Berhad (“Bursa Securities”).

The CG Statement addresses the following three (3) key principles of the Malaysian Code on Corporate Governance (“MCCG”):-

PRINCIPLE A

BOARD LEADERSHIP AND EFFECTIVENESS

1. BOARD RESPONSIBILITIES
2. COMPOSITION OF THE BOARD
3. REMUNERATION

PRINCIPLE B

EFFECTIVE AUDIT AND RISK MANAGEMENT

1. AUDIT AND RISK MANAGEMENT COMMITTEE
2. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

PRINCIPLE C

INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

1. COMMUNICATION WITH STAKEHOLDERS
2. CONDUCT OF GENERAL MEETING

This statement is supported by a Corporate Governance Report, which details how the Company and its subsidiaries (“Group”) applied the practices set out in the MCCG during FPE 2026. The CG Report is available on the Company’s website at <https://www.ssfcom.my/> and through an announcement on Bursa Securities’ website at www.bursamalaysia.com.

The Board continues to be committed to maintaining high standards of corporate governance across the Group, recognising this as a core part of its duty to enhance shareholder value. This commitment is consistent with the principles and best practice recommendations of the MCCG and the Listing Requirements of Bursa Securities.

Corporate Governance Overview Statement

PRINCIPLE A

BOARD LEADERSHIP AND EFFECTIVENESS

PART I – BOARD RESPONSIBILITIES

1.1 Board Roles and Responsibilities

The Board is responsible for overseeing the Group's overall performance and business activities. It provides the leadership needed to uphold high standards of governance and secure the Group's long-term success. This includes making strategic decisions, supervising management, and maintaining an ethical framework that creates sustainable value for all stakeholders, including shareholders, employees, customers, and the community. Through these efforts, the Board seeks to build a resilient and thriving organisation.

To enable it to discharge these responsibilities and achieve the Group's goals and objectives, the Board has, among other things, taken the following actions:

Promoting good corporate governance culture that emphasises ethical, prudent, and professional behaviour.	Reviewing, challenging, and deciding on management's proposals, and monitoring their implementation.	Ensuring the strategic plan supports long-term value creation, considering economic, environmental, and social sustainability strategies.
Supervising and assessing management performance to ensure proper business management.	Establishing a sound internal control and risk management framework.	Understanding the principal risks and ensuring appropriate risk-taking in business decisions.
Setting the risk appetite and ensuring an effective risk management framework.	Ensuring senior management has the necessary skills and experience, with measures for orderly succession.	Implementing procedures for effective stakeholder communication.
Ensuring the integrity of financial and non-financial reporting, with Directors required to read and understand the financial statements in the context of their knowledge of the Company and Group's affairs.		

In discharging its fiduciary duties and responsibilities, the Board is guided by its Board Charter, which sets out the Board's roles and responsibilities. To ensure these duties are carried out effectively, and that specific responsibilities are properly executed, the Board has established the following two (2) committees:-

- | | |
|--|---|
| a. Audit and Risk Management Committee ("ARMC"); and | b. Nomination and Remuneration Committee ("NRC"). |
|--|---|

Each Committee operates under clearly defined Terms of Reference ("TOR"). The Board has authorised the Committees to deliberate on and address matters delegated to them within their respective TOR, and to report their findings and recommendations to the Board for approval.

The Board Charter and the TOR of each Committee are available on the Company's website at <https://www.ssfcom.my/>.

Corporate Governance Overview Statement

PRINCIPLE A

BOARD LEADERSHIP AND EFFECTIVENESS

1.2 The Chairman of the Board

The Chairman of the Board, Datuk Seri Dr Haji Abdul Fattah Bin Haji Abdullah ("Datuk Seri Dr Haji Abdul Fattah" or "Chairman"), is an Independent Non-Executive Director who is responsible for ensuring that the Board operates efficiently and upholds high standards of corporate governance. He has played a key role in nurturing a high-performing culture within the Board.

The Board is of the view that the Chairman should not be a member of any Board Committee, so as to preserve objectivity and ensure proper checks and balances. This enables the Chairman to oversee the Board's work independently. In line with the MCCG, the Chairman does not sit on any Board Committee.

1.3 The Chairman and Managing Director/Chief Executive Officer

In line with good corporate practice, the roles of the Chairman of the Board and the Managing Director/Chief Executive Officer are clearly separated. Each role carries well-defined responsibilities, ensuring a balanced distribution of power and authority within the Company. This separation prevents any one individual from holding unilateral decision-making power, thereby promoting accountability and effective governance.

The Chairman is responsible for leading the Board and ensuring its effectiveness, proper conduct, and sound governance, as well as facilitating constructive discussions on key matters. The Managing Director/Chief Executive Officer, on the other hand, oversees the Group's day-to-day operations. He leads the management team, manages the business units, and ensures the successful implementation of the strategies, policies, and decisions approved by the Board. He is also thoroughly familiar with the Company's performance and operations, and has a deep understanding of both the industry and the business.

1.4 Qualified and Competent Company Secretaries

The Board is supported by two (2) Company Secretaries nominated by Cospec Management Services Sdn. Bhd. ("CMS") who are experienced and qualified to act as company secretaries under Section 235(2) of the Companies Act 2016 and are registered holders of the Practising Certificate issued by the Companies Commission of Malaysia. All Directors have access to the advice and services of the Company Secretaries.

The Company Secretaries consistently participate in the relevant training programmes, conferences or seminars organised by the relevant authorities and/or professional

bodies to keep themselves abreast with the latest developments in corporate governance developments and changes in regulatory requirements that are relevant to their role and enable them to provide the necessary advisory services to the Board.

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

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

1.5 Meeting of Board and Board Committees

To assist Directors plan their time, the Company Secretaries prepare an annual meeting calendar before the start of each year. The calendar sets out the scheduled dates for meetings of the Board and Board Committees, as well as the annual general meeting ("AGM"). It also includes the closed periods during which Directors and principal officers may not deal in securities, which are based on the scheduled dates for announcing the Group's quarterly results.

During FPE 2026, the notices and meeting materials for Board and Board Committee meetings were sent to Directors on time. The notices and meeting papers are furnished to Board members at least five (5) working days before each meeting, to ensure that Directors have sufficient time and information to prepare and make informed decisions.

The deliberations and conclusions on matters discussed at Board and Board Committee meetings are duly recorded in the minutes, which are kept at the Company's registered office. Draft minutes are circulated to the Board or Committee Chairman for review within a reasonable timeframe after each meeting. The minutes accurately capture the deliberations and decisions of the Board and/or Board Committees, including whether any Director abstained from voting or deliberating on a particular matter.

For matters requiring the Board's decision on an urgent basis outside of Board meetings, board papers and a Directors' Written Resolution are circulated for the Board's consideration. All written resolutions approved by the Board are tabled for notation at the next Board meeting.

Corporate Governance Overview Statement

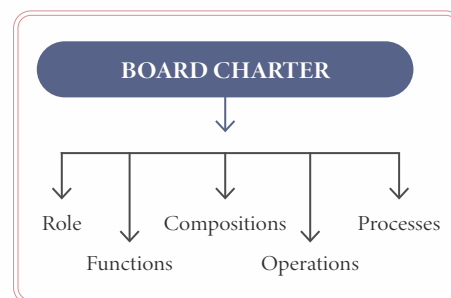
PRINCIPLE A

BOARD LEADERSHIP AND EFFECTIVENESS

1.6 Board Charter

The Company has formalised and adopted a Board Charter that sets out the role, functions, composition, operations and processes of the Board. The Charter ensures that all Board members acting on behalf of the Company are aware of their duties and responsibilities as Directors.

The Board Charter is reviewed and updated periodically, in line with the Company's needs and any new regulations that may affect the discharge of the Board's responsibilities.



The Board Charter is published on the Company's website at <https://www.ssfcom.my>.

1.7 Code of Conduct and Ethics

The Board has adopted a Code of Conduct and Ethics, which sets out the high standards of honesty, integrity, ethics and law-abiding behaviour expected within the Group.

The Board also observes the "Company Directors' Code of Ethics" prescribed by Companies Commission of Malaysia, which guides standards of conduct, prudent business practices and ethical behaviour for Directors.

The Board will review the Code of Conduct and Ethics periodically to ensure that it remains relevant and appropriate.



The Code of Ethics and Conduct is available on the Company's website at <https://www.ssfcom.my>.

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

The Board recognises the importance of establishing and upholding good corporate governance, and is committed to conducting its business in accordance with the highest ethical standards and in full compliance with all applicable laws, regulations and standards in every location and jurisdiction in which the Company operates.

The Company has adopted an Anti-Bribery and Corruption ("ABC") Policy to instil a culture of integrity and transparency across all Group activities, in accordance with the Malaysian Anti-Corruption Commission (Amendment) Act 2018 ("MACC Act"). The Company takes a "zero-tolerance" approach to all forms of bribery and corruption in its operations and strictly prohibits any such acts, recognising their harmful impact on communities and businesses. These unethical practices undermine free and fair competition, and compromise the Company's reputation and governance by eroding accountability and integrity.

The ABC Policy was last reviewed and approved by the Board on 1 October 2025. The Board remains committed to reviewing the ABC Policy at least once in every three (3) years to ensure that it continues to remain relevant and appropriate. The ABC Policy is made available on the Company's website at <https://www.ssfcom.my>.

Corporate Governance Overview Statement

PRINCIPLE A

BOARD LEADERSHIP AND EFFECTIVENESS

1.9 Whistle-Blowing Policy

The Group has established a Whistle-Blowing Policy to:-

- Promote high transparency and accountability.
- Encourage good corporate governance practices.
- Provide a confidential channel for employees and stakeholders to report unethical or illegal conduct without fear of retaliation.
- Protect whistleblowers from reprisal.
- Ensure a transparent and confidential process for addressing concerns.
- Safeguard the long-term reputation of the Group.
- Support the Company's values.
- Maintain a healthy work culture and efficient operations.

The Whistle-Blowing Policy offers a clear and confidential channel for employees and members of the public to report any violations or misconduct within the Group. It ensures that individuals who report concerns in good faith are protected from retaliation.

The Whistle-Blowing Policy was last reviewed and approved by the Board on 1 October 2025. The Board commits to reviewing the Whistle Blowing Policy at least once every three (3) years to ensure its effectiveness and alignment with governing legislation and regulatory requirements.



The Whistle Blowing Policy is published on the Company's website at <https://www.ssfcom.my>

1.10 Directors' Fit and Proper Policy

In line with Rule 15.01A of the Listing Requirements of Bursa Securities, the Board has adopted the Directors' Fit and Proper Policy. The policy guides the NRC and the Board in assessing candidates for appointment to the Group's Board, as well as retiring Directors seeking re-election at the AGM.

The Board will review the Directors' Fit and Proper Policy periodically, as it considers necessary, to ensure that it remains consistent with the Board's objectives, current laws and prevailing practices. The policy is available on the Company's website at <https://www.ssfcom.my>.

1.11 Conflict of Interest Policy

The Board has adopted a Conflict of Interest Policy, which sets out the guidelines and procedures for identifying, disclosing and managing conflicts of interest that may arise within the Group. The policy ensures that any actual, potential or perceived conflicts of interest are properly addressed and mitigated. It is also intended to ensure compliance with the Listing Requirements of Bursa Securities and the provisions of the Companies Act 2016, while upholding the highest standards of corporate governance and transparency.

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

Corporate Governance Overview Statement

PRINCIPLE A

BOARD LEADERSHIP AND EFFECTIVENESS

1.12 Sustainability Governance

The Board recognises that sustainable business practices are key to creating long-term value, and believes that responsible conduct is essential to driving operational excellence.

By integrating sustainability into its core strategies and daily operations, the Company aims to achieve not only financial success but also a positive social and environmental impact, building a resilient and thriving Company for the future.

The Group has adopted a Sustainability Policy to:-

- Integrate sustainability principles into the Group's strategies, policies, and procedures.
- Promote sustainable practices.
- Involve the Board and senior management in implementing the policy and reviewing sustainability performance.
- Foster a culture of sustainability within the Group and the community, emphasising environmental, social, and governance considerations in decision-making and outcomes.

The Board ensures that the Company's internal and external stakeholders are well informed about its sustainability strategies, priorities, targets and overall performance. This Annual Report sets out the Company's sustainability efforts in detail.

The Board will periodically revise the Sustainability Policy, as necessary, to incorporate updated policies, standards, best practices and technological advancements.

The Board's annual performance evaluation includes sustainability as an assessment criterion, covering Directors' understanding of sustainability issues. The Board remains committed to continuously reviewing and enhancing its sustainability practices to ensure alignment with best practices and to create long-term value for all stakeholders.

PART II – COMPOSITION OF THE BOARD

2.1 Board Composition

The Board currently comprises seven (7) members and the composition of the current Board is set out in the table below:-

No.	Names	Designation
1.	Datuk Seri Dr Haji Abdul Fattah Bin Haji Abdullah	Independent Non-Executive Chairman
2.	Wong Choong Loong	Managing Director/Chief Executive Officer
3.	Lok Kok Khong	Executive Director/Deputy Chief Executive Officer
4.	Chin See Kew	Executive Director
5.	Kong Sau Kian	Independent Non-Executive Director
6.	Lim Su May	Independent Non-Executive Director
7.	Er Kian Hong	Independent Non-Executive Director

The current Board composition adheres to Rule 15.02 of the Listing Requirements of Bursa Securities, which requires that at least two (2) Directors or one-third (1/3) of the Board, whichever is higher, be Independent Directors and that there is at least one (1) woman Director.

Corporate Governance Overview Statement

PRINCIPLE A

BOARD LEADERSHIP AND EFFECTIVENESS

2.1 Board Composition (Cont'd)

It also aligns with Practice 5.2 of the MCCG, ensuring that at least half the Board consists of Independent Non-Executive Directors. This structure provides independent and objective judgment, effective checks and balances, and protects the interests of minority shareholders and other stakeholders while maintaining high standards of conduct and integrity.

The Board members have diverse backgrounds and experiences in various fields. Collectively, they bring a wide range of skills, experience and knowledge to manage the Group's business. The profiles of these Directors are provided in this Annual Report.

2.2 Tenure of Independent Directors

The Board acknowledges the MCCG recommendation that the tenure of an Independent Non-Executive Director should not exceed a cumulative term of nine (9) years. Should the Board wish to retain an Independent Non-Executive Director who has served for more than nine (9) years, it must justify its decision and seek shareholders' approval through a two-tier voting process at a general meeting. The Board also recognises that, under the Listing Requirements of Bursa Securities, the tenure of an Independent Director should not exceed a cumulative term of twelve (12) years.

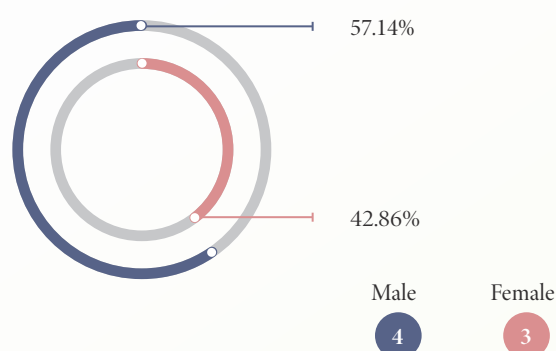
The Company has not adopted a policy limiting the tenure of its Independent Directors to nine (9) years, which is a step-up practice under the MCCG. Nevertheless, the independence of each Independent Non-Executive Director is assessed annually through the Annual Evaluation of Independence of Directors, to ensure that they are independent of Management and free from any business or other relationship that could materially interfere with the exercise of their independent judgement or their ability to act in the best interests of the Company.

During FPE 2026, none of the Company's Independent Directors had served beyond nine (9) years. Based on the assessment conducted during the financial period under review, the Board is satisfied with the independence and performance of all Independent Non-Executive Directors, and confirms their ability to act in the best interests of the Company.

2.3 Board Diversity and Senior Management Team

The Board recognises the importance of diversity in the composition of the Board and Senior Management, as recommended by the MCCG. In promoting this, candidates are drawn from a diverse talent pool and appointed on the basis of merit and objective criteria, taking into account factors such as skills, knowledge, experience, age, cultural background, gender and potential contributions.

In line with the MCCG's recommendation on gender diversity, the Board has established and adopted a Gender Diversity Policy, which provides a framework for the Company to improve gender diversity at the Board and senior management levels. The policy emphasises the importance of diversity among Board members, including race, ethnicity, age, gender, skills, competencies, experience and expertise, and aims to enhance diversity not only at the Board level but also within senior management.



The Board currently has three (3) female Directors, namely Ms. Chin See Kew, Ms. Lim Su May and Ms. Er Kian Hong, who together make up 42.86% of the Board. This commitment to gender diversity not only reflects best practice but also strengthens the Board's effectiveness by bringing a wide range of perspectives and experiences into its decision-making.

Corporate Governance Overview Statement

PRINCIPLE A

BOARD LEADERSHIP AND EFFECTIVENESS

2.4 Board Committees

The Board has established Committees with clearly defined TOR to manage specific responsibilities and ensure effective oversight. By delegating certain matters to these Committees, the Board is better able to manage its workload and focus on broader strategic priorities.

The Committees are empowered to examine and address specific issues in detail, and to provide informed analysis and recommendations to the Board. This structure allows complex matters to be considered more thoroughly, with the benefit of specialised expertise and focused attention.

The Board has established two (2) Board Committees, and the membership of each Committee is set out in the table below:

Composition	ARMC	NRC
Kong Sau Kian (Independent Non-Executive Director)	Chairman	Member
Er Kian Hong (Independent Non-Executive Director)	Member	Chairperson
Lim Su May (Independent Non-Executive Director)	Member	Member



The TOR of the respective Board Committees are available on the Company's website at <https://www.ssfcom.my>.

2.5 NRC

The NRC is chaired by Ms. Er Kian Hong, an Independent Non-Executive Director of the Company.

The NRC is responsible for identifying and recommending suitable candidates for Board membership and for continuously evaluating the performance of Directors. The ultimate authority to appoint Directors, however, rests with the Board, which ensures alignment with the Company's long-term strategic goals. This process includes establishing a skills matrix to support the Company's strategic direction and needs.

The NRC operates under a written TOR that sets out its authority and duties, including the selection and assessment of Directors. The TOR incorporates relevant practices recommended by the MCCG and is available on the Company's website at <https://www.ssfcom.my>.

The activities undertaken by the NRC during the FPE 2026 and up to the date of this Statement were as follows: -

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

Corporate Governance Overview Statement

PRINCIPLE A

BOARD LEADERSHIP AND EFFECTIVENESS

2.6 Board Appointment and Re-appointment Process

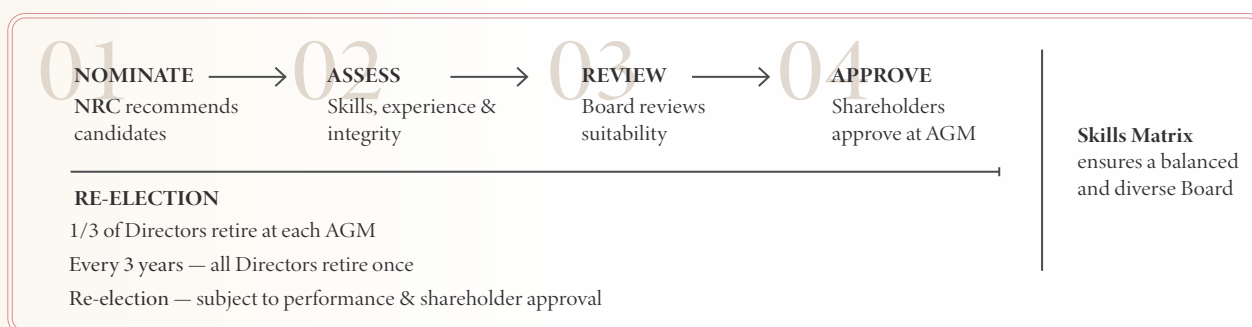
The NRC is tasked by the Board with making independent recommendations on Board appointments. In evaluating the suitability of a proposed nominee, the NRC considers various factors, including the nominee's character, experience, integrity, commitment, competency, qualifications and track record. For a nominee to the position of Independent Non-Executive Director, the NRC also evaluates the nominee's ability to discharge the responsibilities and functions expected of an Independent Non-Executive Director.

The Board reviews and prioritises the skills of potential Directors to ensure a diverse and well-rounded composition. The skills matrix is used to guide the selection process, so that new appointees contribute to the Board's overall effectiveness and align with the Company's strategic objectives. By maintaining a balanced mix of skills and experience, the Board aims to strengthen its decision-making capabilities and support the Company's long-term success.

In accordance with the Listing Requirements of Bursa Securities and the Company's Constitution which provides that at the first annual general meeting of the Company, all the Directors shall retire from office, and at the annual general meeting in every subsequent year, one-third (1/3) of the Directors for the time being, or, if their number is not three (3) or a multiple of three (3), then the number nearest to one-third (1/3) shall retire from office PROVIDED ALWAYS that all the Directors shall retire from office once at least in each three (3) years but shall be eligible for re-election. A retiring Director shall retain office until the close of the meeting at which he retires. Additionally, the Directors appointed to fill a casual vacancy or as an addition to the Board shall hold office only until the conclusion of the next AGM and shall be eligible for re-election.

In assessing the candidates' eligibility for re-election, the NRC considers their competencies, commitment, contribution, and performance based on their respective performance evaluation to the Board and their ability to act in the best interest of the Company.

The Board makes recommendations concerning the re-election, re-appointment, and continuation in office of any Director for shareholders' approval at the AGM.



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

The Board acknowledges the importance of evaluating the performance and effectiveness of the Board, its Committees, and individual Directors. With the support of the NRC, the Company conducts an annual assessment to review these areas. As part of this process, customised assessment forms are distributed to all Directors to facilitate a comprehensive evaluation:-

- (i) Performance of the Managing Director/Chief Executive Officer, Executive Director/Deputy Chief Executive Officer and Executive Director;
- (ii) Performance of Non-Executive Chairman;
- (iii) Performance of Non-Executive Directors;
- (iv) Independence of the Independent Directors;

Corporate Governance Overview Statement

PRINCIPLE A

BOARD LEADERSHIP AND EFFECTIVENESS

2.7 Annual Evaluation of the Directors, Board and Board Committees as a whole (Cont'd)

- (v) Performance of the ARMC; and
- (vi) Effectiveness of the Board and Board Committees as a whole.

The annual assessment will be facilitated by the Company Secretaries and conducted on a peer and self-evaluation basis through questionnaires circulated to the Directors.

The annual assessment forms for the FPE 2026, duly completed by the Directors and/or ARMC were collated and tabled to the NRC for deliberations and subsequently escalated to the Board for consideration on the key issues arising thereon, if any.

2.8 Attendance of Board and Board Committees' Meetings

The Board schedules at least four (4) meetings in a financial year with additional meetings to be convened where necessary. During the FPE 2026, the Company has conducted six (6) Board meetings.

The number of meetings held and attended by each member of the Board and Board Committees during the FPE 2026 are as follows:-

	Board	ARMC	NRC
Name of Director	No. of Meetings Attended		
Datuk Seri Dr Haji Abdul Fattah Bin Haji Abdullah (Independent Non-Executive Chairman)	6/6	-	-
Wong Choong Loong (Managing Director/Chief Executive Officer)	4/6	-	-
Lok Kok Khong (Executive Director/Deputy Chief Executive Officer)	6/6	-	-
Chin See Kew (Executive Director)	5/6	-	-
Kong Sau Kian (Independent Non-Executive Director)	6/6	5/5	2/2
Lim Su May (Independent Non-Executive Director)	6/6	5/5	2/2
Er Kian Hong (Independent Non-Executive Director)	6/6	5/5	2/2

Corporate Governance Overview Statement

PRINCIPLE A

BOARD LEADERSHIP AND EFFECTIVENESS

2.9 Directors' Training

The Directors have attended courses, conferences and/or in-house training from time to time to enhance their skills and knowledge, and to keep abreast of relevant changes in laws, listing requirements, regulations and the business environment, so that they can discharge their duties more effectively.

During the FPE 2026, the Directors have attended the following training programmes in compliance with Rule 15.08 of the Listing Requirements of Bursa Securities: -

Name of Directors	Training / Seminar attended
Datuk Seri Dr Haji Abdul Fattah Bin Haji Abdullah	- Key Amendments to the Listing Requirements of Bursa Securities in relation to the enhance continuing disclosure requirements and exempted related party transaction - Anti-Bribery and Corruption Training: Corporate and Personal Liabilities Under Section 17A of MACC Act 2009 and Practical Tips On Adequate Procedures
Wong Choong Loong	- Key Amendments to the Listing Requirements of Bursa Securities in relation to the enhance continuing disclosure requirements and exempted related party transaction - Anti-Bribery and Corruption Training: Corporate and Personal Liabilities Under Section 17A of MACC Act 2009 and Practical Tips On Adequate Procedures
Lok Kok Khong	- Key Amendments to the Listing Requirements of Bursa Securities in relation to the enhance continuing disclosure requirements and exempted related party transaction - Anti-Bribery and Corruption Training: Corporate and Personal Liabilities Under Section 17A of MACC Act 2009 and Practical Tips On Adequate Procedures
Chin See Kew	- Key Amendments to the Listing Requirements of Bursa Securities in relation to the enhance continuing disclosure requirements and exempted related party transaction - Anti-Bribery and Corruption Training: Corporate and Personal Liabilities Under Section 17A of MACC Act 2009 and Practical Tips On Adequate Procedures
Kong Sau Kian	- Key Amendments to the Listing Requirements of Bursa Securities in relation to the enhance continuing disclosure requirements and exempted related party transaction - Anti-Bribery and Corruption Training: Corporate and Personal Liabilities Under Section 17A of MACC Act 2009 and Practical Tips On Adequate Procedures
Lim Su May	- Comparison Method of Valuation - Exploring the expanded scope of Sales Tax and Service Tax - ESG Unplugged: C-Level Perspectives on Tech, Carbon & Change - Using Advanced Candlestick Pattern to Anticipate Potential Stock Price Reversal - Key Amendments to the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad in relation to enhance continuing disclosure requirements and exempted related party transaction - Investment Webinar on Malaysia 2026 1H Market Outlook - Ethical Finance ASEAN 2026: Financing Our Shared Prosperity - Corporate Innovation Forum - Official Launch of Malaysia's Mobile EV Charging & BESS Solutions - Global Minimum Tax: Complying with Malaysian Rules - Technical Briefing - Stamp Duty Update - Beyond Oil Prices: How the Hormuz Crisis is Reshaping Global Markets - From Governance to Value Creation: Board Leadership in the CMP4 Era - Value vs Growth: Which Offers Greater Returns in the Long Run? - Anti-Bribery and Corruption Training: Corporate and Personal Liabilities Under Section 17A of MACC Act 2009 and Practical Tips On Adequate Procedures - Bursa Malaysia's The Journey into the AI Age: Game Changer for Your Digital Transformation Era

Corporate Governance Overview Statement

PRINCIPLE A

BOARD LEADERSHIP AND EFFECTIVENESS

2.9 Directors' Training (Cont'd)

Lim Su May (Cont'd)

- E-invoicing for Directors - MyInvois & MyTax Portal Walkthrough for Directors
- Mandatory Accreditation Programme Part II: Leading for Impact (LIP) Alumni Sharing and Networking Session (Connecting Beyond Screens)
- ICDM Training Programme (Related Party Transactions and Recurrent Related Party Transactions)

Er Kian Hong

- Key Amendments to the Listing Requirements of Bursa Securities in relation to the enhance continuing disclosure requirements and exempted related party transaction
- The Evolving Financial Industry-Technology Driven Banking and Capital Markets, Fintech Credit and ESG
- Unmasking Financial Frauds & Market Manipulation (Information, Transaction & Financial Statement Based)
- Essential Fundamentals of Anti Bribery and Corruption
- Anti-Bribery and Corruption Training: Corporate and Personal Liabilities Under Section 17A of MACC Act 2009 and Practical Tips On Adequate Procedures

To fulfil their roles and responsibilities effectively, the Directors are committed to continuous professional development, which keeps them informed of best practices and emerging trends relevant to their areas of expertise. The Company supports and encourages their participation in such programmes, recognising the importance of maintaining a competent and well-informed Board.

PART III – REMUNERATION

3.1 Remuneration Policy

The Board has in place a formal Remuneration Policy for Directors and/or Senior Management. The Remuneration Policy establishes a formal and transparent procedure for developing a structure for determining the remuneration of Directors and/or Senior Management of the Company with the objective of supporting and driving business strategy and the long-term interests of the Company.

This Remuneration Policy shall follow the following key principles:-

- Determine the level of remuneration package of Directors and/or Senior Management.
- Attract, develop, and retain high-performing and motivated individuals by offering competitive remuneration packages.
- Remuneration is set to reflect the responsibilities of each position, considering factors such as merit, qualifications, competence, and the Company's operational performance, including individual and overall company performance metrics.
- Ensures a level of transparency that allows investors and shareholders to understand the rationale of the remuneration structure for Directors and/or Senior Management.
- Encourage value creation for the Company and its stakeholders by attracting and retaining the right talent in the Board and senior management.

The NRC assists the Board in implementing its policies and procedures on remuneration which includes reviewing and recommending the proposed remuneration packages of the Directors of the Company. The NRC is also responsible for ensuring that the remuneration packages commensurate with the expected responsibility and contribution by the Directors and link to the strategic objectives of the Company.

The remuneration packages for the Executive Directors and Senior Management strike a balance between fixed and performance-linked elements. The relative weightage of fixed and variable remuneration varies with the level of responsibility, the complexity of the role and prevailing market rates.

Corporate Governance Overview Statement

PRINCIPLE A

BOARD LEADERSHIP AND EFFECTIVENESS

3.1 Remuneration Policy (Cont'd)

The Non-Executive Directors of the Company are paid a basic fee as ordinary remuneration, based on their responsibilities on the Board and its Committees, together with meeting allowances for attending Board and Board Committee meetings. The fee is fixed in sum and is not based on commission, a percentage of profits or turnover. Each Director abstains from deliberation and voting on matters relating to his or her own remuneration.

The Remuneration Policy is available on the Company's website at <https://www.ssfcom.my>

3.2 Remuneration of Directors

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

(A) The Company

Name of Directors	Fees (RM'000)	Allowance (RM'000)	Salary (RM'000)	Bonus (RM'000)	Benefits-in Kind (RM'000)	Other emoluments* (RM'000)	Total (RM'000)
Datuk Seri Dr Haji Abdul Fattah Bin Haji Abdullah	84.00	1.40	-	-	-	-	85.40
Wong Choong Loong	-	-	-	-	-	-	-
Lok Kok Khong	-	-	-	-	-	-	-
Chin See Kew	-	-	-	-	-	-	-
Kong Sau Kian	70.00	1.40	-	-	-	-	71.40
Lim Su May	70.00	1.40	-	-	-	-	71.40
Er Kian Hong	70.00	1.40	-	-	-	-	71.40
Total	294.00	5.60	-	-	-	-	299.60

(B) The Group

Name of Directors	Fees (RM'000)	Allowance (RM'000)	Salary (RM'000)	Bonus (RM'000)	Benefits-in Kind (RM'000)	Other emoluments* (RM'000)	Total (RM'000)
Datuk Seri Dr Haji Abdul Fattah Bin Haji Abdullah	84.00	1.40	-	-	-	-	85.40
Wong Choong Loong	-	-	1,400.00	176.40	18.46	78.16	1,673.02
Lok Kok Khong	-	26.73	770.00	55.00	-	110.58	962.31
Chin See Kew	-	-	462.00	24.75	11.55	64.65	562.95
Kong Sau Kian	70.00	1.40	-	-	-	-	71.40
Lim Su May	70.00	1.40	-	-	-	-	71.40
Er Kian Hong	70.00	1.40	-	-	-	-	71.40
Total	294.00	32.33	2,632.00	256.15	30.01	253.39	3,497.88

Note:-

* Other emoluments include the Employees Provident Fund (EPF), Social Security Organisation (SOCSO) Employment Insurance System (EIS), end of service employment benefit, petrol card, and other benefits.

Corporate Governance Overview Statement

PRINCIPLE A

BOARD LEADERSHIP AND EFFECTIVENESS

3.3 Remuneration of Senior Management

The remuneration of the Senior Management of the Group for the FPE 2026 is as follows:-

Range of Remuneration	No. of Senior Management Officer
RM150,001 to RM200,000	1
RM200,001 to RM250,000	1
RM250,001 to RM300,000	-
RM300,001 to RM350,000	1
RM350,001 to RM400,000	2

Due to the confidentiality and sensitivity of Senior Management's remuneration, as well as security considerations, the Board has chosen not to disclose their remuneration components on a named basis within RM50,000 bands. The Board believes that such disclosure may not be in the best interest of the Company, particularly in a competitive talent landscape where it could impact recruitment and retention efforts. Instead, the Board is of the view that disclosing aggregated remuneration on an unnamed basis within RM50,000 bands is sufficient and appropriate.

PRINCIPLE B

EFFECTIVE AUDIT AND RISK MANAGEMENT

PART I – ARMC

4.1 Effective and Independent ARMC

The primary objective of the ARMC is to assist the Board in fulfilling its responsibilities relating to financial accounting and reporting. It also advises the Board on matters such as financial reporting, external audits, internal controls, the internal audit process, related party transactions and conflict of interest situations. In addition, the ARMC oversees the Group's risk management framework.

The ARMC is chaired by Mr. Kong Sau Kian, an Independent Non-Executive Director who is not the Chairman of the Board. All members of the ARMC are financially literate, and the ARMC Chairman is a member of the Malaysian Institute of Accountants.

The ARMC comprises three (3) members. Its composition complies with Rules 15.09 and 15.10 of the Listing Requirements of Bursa Securities and the recommendation of the MCCG, whereby all three (3)

ARMC members are Independent Non-Executive Directors. None of the Independent Non-Executive Directors has appointed an alternate director.

None of the ARMC members is a former key audit partner. To uphold the highest level of independence, the Board has no intention of appointing any former key audit partner as a member of the ARMC.

The NRC reviews the term of office and performance of the ARMC and its members annually, to determine whether they have carried out their duties in accordance with the ARMC's TOR.

The ARMC members have the necessary skills and knowledge to discharge their duties in accordance with the TOR, and are able to understand matters under the ARMC's purview, including the financial reporting process.

Corporate Governance Overview Statement

PRINCIPLE B

EFFECTIVE AUDIT AND RISK MANAGEMENT

4.2 External Auditors

The Group has established a transparent and appropriate relationship with the External Auditors, who are granted the authority to communicate directly with the ARMC. This allows the External Auditors to raise any matters requiring the Board's attention, particularly those related to compliance with accounting standards and relevant regulatory requirements.

The Board had established a Policy and Procedures on Selection of External Auditors to assess the suitability, objectivity and independence of the external auditors to safeguard the quality and reliability of the audited financial statements.

During the FPE 2026, the ARMC carried out an annual performance assessment of the External Auditors and requested the Management to join the assessment. The ARMC is satisfied with the performance, suitability, competence and independence of Baker Tilly Monteiro Heng PLT and had recommended to the Board, the re-appointment of Baker Tilly Monteiro Heng PLT upon which the shareholders' approval will be sought at the forthcoming AGM of the Company.

PART II – RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

5.1 Risk Management and Internal Control Framework

The Board has established a structured risk management and internal control framework to enable the Group to continuously identify, assess, monitor and manage the significant risks that may affect its business objectives. Recognising its overall responsibility, the Board ensures that risks are managed within an acceptable risk appetite. While the framework cannot eliminate all risks, it provides reasonable assurance against material financial misstatement, loss or fraud.

In reviewing the adequacy and effectiveness of the Group's internal control system, the following were taken into consideration:-

- Review of key Group and business unit risk registers and reports on any significant issues that have occurred during the year and changes of risks over time.
- Regular review of the internal audit plan.
- Regular internal audit review to highlight any control lapses.

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

5.2 Internal Audit Function

The Group's internal audit function is outsourced to an independent professional firm, Wensen Consulting Asia (M) Sdn. Bhd. ("Wensen"). Wensen assists in managing risks and establishing the Group's internal control system and processes by providing an independent assessment of the adequacy, efficiency and effectiveness of the Group's risk management and internal control system and processes.

Wensen reports directly to the ARMC on the adequacy and effectiveness of the Group's risk management and internal control systems. Its representatives are independent and free from any relationship or conflict of interest that could compromise their objectivity as internal auditors.

The internal audit functions and activities carried out during the FPE 2026 are as disclosed in the ARMC Report in this Annual Report.

Corporate Governance Overview Statement

PRINCIPLE C

INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

PART I – COMMUNICATION WITH STAKEHOLDERS

6.1 Continuous Communication with Stakeholders

The Board recognises the importance of keeping stakeholders and the wider investment community informed of material matters affecting the Group. As part of this ongoing commitment, the Board has adopted a Corporate Disclosure Policy to formalise and enhance the Group's disclosure practices.

To ensure timely and effective communication, information on the Group's performance and key developments is shared through the following channels:

- (i) Annual Reports and relevant circulars published on the Company's and Bursa Securities' websites;
- (ii) Annual General Meetings and/or Extraordinary General Meetings;
- (iii) Disclosures and announcements, including quarterly financial results; and
- (iv) Press releases (if any).

The Board is committed to transparent and timely communication with investors and the public. It strictly adheres to Bursa Securities' disclosure framework, ensuring that all information shared is accurate, complete and provided promptly. The Board also ensures that material information is announced without delay, and that confidential information is properly managed by authorised personnel to prevent any leakage or misuse.

To further support transparency, the Company's corporate website at <https://www.ssfcom.my> serves as a central platform for shareholders and the public to access key corporate information, including the Corporate Disclosure Policy, the Board Charter, relevant policies, announcements, news and events.

PART II – CONDUCT OF GENERAL MEETING

7.1 Conduct of General Meetings

The Company's AGM serves as a key platform for communication with shareholders. At the meeting, shareholders are given the opportunity to ask questions about the proposed resolutions, the Group's performance, developments and future plans. The Board also ensures that each special business item in the notice of meeting is accompanied by a clear explanation, to help shareholders understand and evaluate the resolution.

The notice of the Third AGM held on 7 October 2025 ("Third AGM") was circulated to shareholders more than twenty-eight (28) days before the meeting, giving shareholders sufficient time to prepare to attend the AGM or to appoint a proxy to attend and vote on their behalf.

At the AGM, shareholders are encouraged to participate in discussions on the proposed resolutions and on the Group's operations and future developments in general. The Board, the Management team and the Company's External Auditors were present to answer the questions raised and to provide clarification as requested by shareholders.

All resolutions set out in the notice of the Third AGM were put to vote by poll, and the votes cast were validated by an independent scrutineer appointed by the Company. The outcome of all resolutions proposed at the Third AGM was announced to Bursa Securities on the same day as the meeting.

Corporate Governance Overview Statement

PRINCIPLE C

INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

7.2 Effective Communication and Proactive Engagement

All Directors attended the Company's Third AGM, with the exception of Mr. Wong Choong Loong and Ms. Chin See Kew, who were unable to attend owing to a prior commitment overseas. The Directors remain accountable to shareholders for their stewardship of the Company. The Chairmen and members of the Board Committees were present to respond to shareholders' questions on the Company and the Group, and the External Auditors were in attendance to assist the Board in addressing relevant queries.

The AGM also provided the Directors with a platform to engage directly with shareholders, understand their concerns and obtain feedback. Shareholders were encouraged to raise questions and share their views throughout the meeting and at its conclusion, and all queries were addressed clearly and systematically.

The Board ensured that shareholders were given sufficient time to deliberate on each agenda item before the resolution was put to a vote. A summary of the key matters discussed at the Third AGM has been published on the Company's website for shareholders' reference.

STATEMENT BY THE BOARD ON CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board is satisfied that, to the best of its knowledge, the Company has complied with the MCCG, the relevant chapters of the Listing Requirements of Bursa Securities on corporate governance, and all applicable laws and regulations throughout FPE 2026, save for the departures explained in the Corporate Governance Report.

The Board remains committed to upholding high standards of corporate governance across the Group and to maintaining the highest levels of integrity and ethical conduct in all its business dealings.

Audit and Risk Management Committee Report

The Audit and Risk Management Committee (“ARMC” or “Committee”) of SSF Home Group Berhad (“Company”) is pleased to present the ARMC Report for the financial period ended 30 June 2026 (“FPE 2026”).

1. OBJECTIVES

The ARMC was established to assist the Board of Directors of the Company (“Board”) in effectively discharging its statutory duties and responsibilities. Through impartial and independent assessments, the ARMC offers independent assurance and support to the Board regarding risk management, control, governance, and external accountability responsibilities.

2. COMPOSITION OF ARMC

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

Name of Committee Members	Designation and Directorship
Kong Sau Kian	Chairman, Independent Non-Executive Director
Er Kian Hong	Member, Independent Non-Executive Director
Lim Su May	Member, Independent Non-Executive Director

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

The Chairman of ARMC, Mr. Kong Sau Kian is a member of the Malaysian Institute of Accountants (MIA) and a Chartered Accountant. In this respect, the composition of ARMC complies with Rule 15.09(1)(c)(i) of the Listing Requirements of Bursa Securities.

The authorities and duties of the ARMC are governed by the Terms of Reference of the ARMC. The Terms of Reference of the ARMC can be accessed from the Company’s website at <https://www.ssfcom.my/>.

3. SUMMARY OF WORKS OF THE ARMC FOR THE FPE 2026

During the FPE 2026, the ARMC conducted a total of five (5) ARMC meetings. The details of attendance of each of the ARMC members at the ARMC meetings are as follows:-

Name of Committee Members	No. of ARMC Meetings Attended/Held
Kong Sau Kian	     5/5
Er Kian Hong	     5/5
Lim Su May	     5/5

The presence of the External Auditors, Internal Auditors, and/or Management at its meetings can be requested if required by the ARMC. They are invited to clarify audit issues, discuss the Company’s operations and those of its subsidiaries, and address any other relevant matters. Other Board members may attend ARMC meetings by invitation from the ARMC.

Audit and Risk Management Committee Report

3. SUMMARY OF WORKS OF THE ARMC FOR THE FPE 2026 (Cont'd)

The summary of activities carried out by the ARMC during the FPE 2026 included, amongst others, the following:-

- | | | |
|--|---|--|
| a) Reviewed with Moore Stephens Associates PLT ("Moore Stephens"), the former External Auditors, the Audit Closing Report upon completion of the annual audit, which covered the findings and issues arising from their audit of the financial statements of the Company and its subsidiaries ("Group"), as well as the resolutions to the issues highlighted in their report to the ARMC. | f) Reviewed with Baker Tilly, the new External Auditors, the Audit Planning Memorandum, which covered the audit objectives and approach, audit plan, key audit areas, applicable accounting standards, and proposed audit and non-audit fees, prior to the commencement of the audit, to ensure that the scope of external audit was comprehensive. | k) Self-appraised the performance of the ARMC and submission of the evaluation forms to the Nomination and Remuneration Committee for assessment. |
| b) Reviewed the audited financial statements of the Group to ensure compliance with accounting standards and legal requirements. Engaging in discussions with the External Auditors regarding their audit findings, particularly focusing on matters related to changes in accounting standards and other disclosure requirements. | g) Reviewed the internal audit plan, work done and reports, for the internal audit function and considered the findings of internal audit reviews and management responses thereon, and ensure that appropriate actions were taken in addressing the issues reported by the Internal Auditors. | l) Reviewed the investment activities of the Group. |
| c) Held meeting with the External Auditors without the presence of the Executive Directors and Management to discuss audit findings, assistance given by the Management to the External Auditors or any observations noted during the audit process. | h) Evaluated the performance of the External Auditors and Internal Auditors of the Company for the FPE 2026. | m) Reviewed the related party transactions and/or recurrent related party transactions that transpired during the financial period under review, if any, to ensure that the transactions entered into were on an arm's length basis and under normal commercial terms. |
| d) The nomination of Baker Tilly Monteiro Heng PLT ("Baker Tilly") for appointment as the new External Auditors of the Company in place of Moore Stephens. | i) Reviewed the unaudited quarterly financial results of the Group and recommended the same for approval by the Board upon being satisfied that the financial reporting and disclosure requirements of the relevant authorities have been complied with. | n) Reviewed the Circular to Shareholders in relation to the Proposed New Shareholders' Mandate and Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature before recommending to the Board for approval. |
| e) Considered and recommended to the Board the re-appointment of Baker Tilly as the External Auditors, together with the proposed audit fees, based on Baker Tilly's profile, competency, adequacy of resources and experience of its audit engagement team. | j) Reviewed the Corporate Governance Overview Statement, Corporate Governance Report, ARMC Report, Statement on Risk Management and Internal Control as well as Additional Compliance Information to ensure compliance with legal and regulatory reporting and also disclosure requirements, prior to recommendation to the Board for inclusion in the Annual Report. | o) Reviewed the Conflict of Interest ("COI") questionnaires submitted by the Directors and Key Senior Management of the Group. Based on this review, no significant COI were identified that would necessitate further examination and implementation of specific mitigation measures. The only exceptions were related party transactions that had been duly disclosed and entered into with the Group, which are being managed in accordance with the established governance and approval processes. |

Audit and Risk Management Committee Report

4. INTERNAL AUDIT FUNCTION

The Group has outsourced its internal audit function to an independent internal audit consulting firm namely Wensen Consulting Asia (M) Sdn. Bhd. ("Wensen"). This arrangement ensures an independent assessment and assists the ARMC in assessing the adequacy and effectiveness of the Group's governance and internal control system. Additionally, the Internal Auditors presents significant audit findings and offers recommendations for continuous enhancement of the system.

The cost incurred on the outsourced internal audit functions for FPE 2026 by the Group amounted to RM 10,000.

The internal audit function has carried out independent and systematic audit reviews in accordance with the approved annual internal audit plan. These reviews cover key functional areas and business activities of the Group, emphasising best practices and addressing critical business risks. The primary objective is to provide reasonable assurance that the following aspects are operating efficiently and effectively:

Operational effectiveness and efficiency;

Compliance with applicable laws and regulations; and

Reliability of financial and operational reporting;

Safeguarding of assets.

During the financial period under review, the ARMC reviewed the following internal audit reports:-

Company	Key Business Process
SSF Sdn. Bhd.	Follow-up on the financial year ended 30 April 2025 internal audit reports in relation to Inventory & Warehouse Management
SSF Creative Life Centre Sdn. Bhd.	Marketing Management processes
SSF Home Furnishing Sdn. Bhd.	Marketing Management processes

The final internal audit reports, including findings, recommendations, and Management's responses, were tabled to the ARMC members. Areas requiring improvement were highlighted to Management for follow-up. The ARMC reviewed and discussed all internal audit reports and ensure that appropriate actions were taken. Follow-up audits were conducted to evaluate the implementation of the recommended improvements.

5. RELATIONSHIP WITH AUDITORS

The Group maintains transparent and effective relationships with both External and Internal Auditors, enabling access to professional guidance on compliance and corporate governance matters. The internal audit function is outsourced to Wensen, a third party, reporting directly and regularly to ARMC, including the presentation of internal audit reports and its findings. Both Auditors have direct access to the ARMC to ensure the independent, objective, and impartial resolution of highlighted issues, free from undue management influence

The ARMC, on behalf of the Board, maintains formal and transparent relationships with both the Auditors. They conduct meetings with both the Auditors independently of Management as needed to uphold independence, objectivity, and professionalism. The meetings with the External Auditors typically cover the presentation of the Group's audit planning memorandum, audit review memorandum, audit findings, and financial statements, and seek advice on related matters.

Statement on Risk Management and Internal Control

Introduction

The Malaysian Code on Corporate Governance requires the Board of Directors (“Board”) to implement a robust risk management framework and internal controls system to protect the investments and assets of SSF Home Group Berhad (“SSF” or “the Company”) and its subsidiaries (“the Group”). According to Rule 15.26(b) of the ACE Market Listing Requirements (“Listing Requirements”) of Bursa Malaysia Securities Berhad (“Bursa Securities”), a listed corporation must include a statement regarding the state of internal control and risk management of the corporation as a group in its annual report.

The Board acknowledges its responsibilities and the significance of a sound risk management and internal control system. The Board remains committed to maintaining these systems across the Group in adherence to the Listing Requirements of Bursa Securities and the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers.

The Board is pleased to present the following statement, which outlines the nature and scope of the Group’s risk management and internal control for the financial period ended 30 June 2026 (“FPE 2026”) and up to the date of approval of the statement for inclusion in the annual report.

BOARD’S RESPONSIBILITIES

The Board recognises the importance of its responsibility to maintain a robust internal control system. To safeguard shareholders’ investments and the Group’s assets, it regularly seeks assurance of the system’s adequacy, effectiveness, and integrity, ensuring alignment with the Group’s objectives and strategies.

Through its Audit and Risk Management Committee (“ARMC”) and with support from independent Internal Auditors, the Board conducts periodic assessments. These assessments evaluate whether risks that may impede the Group from achieving its objectives are adequately identified, managed, and controlled. Issues identified, along with agreed management actions, are discussed and deliberated during ARMC meetings. The minutes of BOD and ARMC meetings are subsequently presented to the Board.

The Board understands the importance of embedding Risk identification and control management system in all aspects of the Company’s activities and establishing acceptable risk levels to aid in decision-making and governance processes.

The Board also acknowledges that inherent limitations exist in any internal control system. Therefore, the system is designed to mitigate, but not completely eliminate, risks that may obstruct the achievement of the Group’s business objectives. As such, the internal control system can provide reasonable, but not absolute, assurance against material misstatement, fraud, or error.

RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

1. Risk Management System

The Board has established a Risk Management and Internal Control Framework (“Framework”), to identify, evaluate, and manage significant risks faced by the Group. The Framework entails compiling the Group’s risk profile, and risk registers and implementing appropriate control measures to mitigate risks to acceptable levels. The Board believes that maintaining a sound risk management and internal control system hinges upon a clear understanding and appreciation of the following key elements within the Group’s Framework:-

```

graph TD
    A[IDENTIFY] --> B[EVALUATE]
    B --> C[REGISTER]
    C --> D[CONTROL]
    D --> E[MONITOR]
  
```

IDENTIFY
↓
EVALUATE
↓
REGISTER
↓
CONTROL
↓
MONITOR

Statement on Risk Management and Internal Control

1. Risk Management System (Cont'd)

- a. A formalised Framework to streamline the Group's risk management activities;
- b. The Board, Managing Director/Chief Executive Officer and Executive Director/Deputy Chief Executive Officer must first ascertain the levels of the risk appetite of the Group to determine the extent of the risk context;
- c. A risk management structure which outlines the lines of reporting and establishes the responsibility of personnel at different levels, i.e. the Board, ARMC and Management;
- d. The Heads of Department and key management staff are responsible for identifying, assessing and managing strategic and operational risks from time to time;
- e. The identified key risks which are included in the risk register are monitored regularly to provide an early warning signal of increasing risk exposures;
- f. The effectiveness of the control measures/actions stated in the risk register will be reviewed and reported to the ARMC periodically or on a frequency as determined by the ARMC; and
- g. Integrating Environment, Social, and Governance ("ESG") related risks, including environmental compliance, corporate governance, and social responsibility, into the risk assessment framework to align with sustainability goals.

2. Internal Control System

The Board recognises the importance of robust internal controls in supporting the Group's risk management framework. The internal control system is periodically reviewed and enhanced to ensure its continued relevance and effectiveness in addressing evolving circumstances.

In line with this, the Group has implemented the following key internal control measures to support effective governance, operation efficiency and regulatory compliance:

- 1) The Group has a well-defined Organisation Chart and Board Charter structure with clear lines of accountability and responsibility. Authorisation thresholds are formally set for different tiers, thereby mitigating risk of unauthorised transactions. This framework facilitates proper decision-making with appropriate checks and balances at various management authority levels, including the matters requiring approval from the Board;
- 2) The ARMC and the Board meet regularly to review and deliberate on financial reports, annual financial statements, internal audit reports etc. Discussions with the Management will be held to deliberate on the actions that are required to be taken to address the internal control issues identified;

The ARMC and the Board review internal and external audit findings on accounting and internal control issues, and discuss with the Management the actions to be taken to resolve these issues;

- 3) The Group has adopted good corporate governance by establishing a Whistleblowing policy, Anti-Bribery and Corruption Policy, Code of Conducts, Directors' Fit and Proper Policy, Remuneration Policy, Gender Diversity Policy, as well as Corporate Disclosure Policy;
- 4) The Group has developed and implemented comprehensive SOPs across various operational areas to ensure consistency and uniformity in internal processes, supporting the achievement of the Group's strategic business objectives. These policies are regularly reviewed and updated to align with evolving business conditions, operational needs, and statutory reporting requirements;
- 5) The Group provides regular on the job training, external and internal training to enhance employee skills in operational excellence and compliance, workplace safety and stress. The Group also develops outlet monitoring checklists for employees to evaluate their understanding and knowledge of SOPs.

Statement on Risk Management and Internal Control

3. Internal Audit Function

The Group's internal audit function is performed by Wensen Consulting Asia (M) Sdn. Bhd. ("Wensen"), who has no family relationships with any Director and/ or Shareholder and has no conflict of interest with the Group. Wensen reports directly to the ARMC on the adequacy and effectiveness of the risk management and internal control systems of the Group.

The review of internal audit activities for the FPE 2026 was conducted on the following areas:-

- Group Marketing Management Processes
- Follow-up on the internal audit reports for the financial year ended 30 April 2025 in relation to Inventory & Warehouse Management

Upon the completion of the internal audit field work, internal audit reports were presented to the ARMC during its scheduled meeting. Internal audit findings and recommendations as well as management response and action plans are presented and deliberated during meeting.

The total cost incurred in maintaining the outsourced internal audit function for the FPE 2026 amounted to RM10,000.

BOARD ASSURANCE AND LIMITATION

The Board has received assurance from the Managing Director/Chief Executive Officer, Executive Director/Deputy Chief Executive Officer and Chief Financial Officer that the Group's risk management and internal control system has been designed and is operating adequately and effectively in all material respects.

The Board is of the view that the Group's risk management and internal control system is adequate and effective and that significant risks are being managed within acceptable levels having regard to the Group's objectives and strategies.

There were no material control failures or weaknesses that resulted in material losses, contingencies or uncertainties requiring separate disclosure in this Annual Report during the financial period under review.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

This statement has been reviewed by the external auditor in pursuance of paragraph 15.23 of the Listing Requirements for inclusion in the annual report of the Group for the financial period ended 30 June 2026. The limited assurance review was conducted in accordance with Malaysian Approved Standard on Assurance Engagements, ISAE 3000 (Revised) and the principles of Audit and Assurance Practice Guide (AAPG 3). The ISAE 3000 (Revised) and principles of AAPG 3 do not require the external auditor to form an opinion on the adequacy and effectiveness of the risk management and internal control system of the Group.

Based on the limited assurance procedures performed and evidence obtained, the external auditor has 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, has not been prepared, in all material respects, in accordance with the disclosures required by Section 7 of the Statement on Risk Management and Internal Control (SORMIC): Guidelines for Directors of Listed Companies (SORMIC Guide 2025); nor is the statement factually inaccurate.

CONCLUSION

The Board is of the view that the current system of internal controls and risk management effectively safeguards the Group's assets at its current operational level for the reviewed financial period and up to the approval date of this Statement. Recognising the ongoing evolution of internal control practices, the Board is dedicated to continuous improvement. Therefore, it will continue implementing action plans aimed at enhancing the Group's internal control system further.

Additional Compliance Information

1. UTILISATION OF PROCEEDS FROM THE INITIAL PUBLIC OFFERING (“IPO”)

In conjunction with and as an integral part of the listing of the Company on the ACE Market of Bursa Malaysia Securities Berhad, the Company undertook a public issuance of 200,000,000 new ordinary shares at an issue price of RM0.25 per ordinary share, raising a total gross proceeds of RM50 million (“Listing Proceeds”).

The status of the utilisation of the Listing Proceeds as at 30 June 2026 was as follows:-

Purposes ⁽¹⁾	Proposed Utilisation RM'000	Reallocation ⁽²⁾ RM'000	Actual Utilisation RM'000	Balance RM'000	Estimated Timeframe for Utilisation (from the Listing date)
Set-up new retail outlets	14,220	(6,311)	(4,544)	3,365	Within 36 months
• Capital expenditure	20,970	-	(16,050)	4,920	Within 48 months
• Start-up costs					
Repayment of bank borrowings	5,000	-	(5,000)	-	Within 3 months
Marketing activities	1,500	-	(1,500)	-	Within 24 months
General working capital	4,010	6,311	(10,321)	-	Within 12 months
Estimated listing expenses	4,300	-	(4,300)	-	Immediately
Total	50,000	-	(41,715)	8,285	

Notes:

⁽¹⁾ The utilisation of proceeds as disclosed above should be read in conjunction with the Company's Prospectus dated 8 September 2023 (“Prospectus”).

⁽²⁾ As per the Prospectus, the actual cost to set-up our new retail outlets is lower than the amount budgeted, the excess is allocated for general working capital requirements.

2. AUDIT AND NON-AUDIT FEES

The amount of audit and non-audit fees paid and payable to the External Auditors for services rendered by them to the Company and Group for the financial period ended 30 June 2026 are as follows:-

Details of fees	Company RM'000	Group RM'000
Audit fees	71	272
Non-audit fees	8	17

3. MATERIAL CONTRACTS

There were no material contracts entered into by the Company and its subsidiaries involving Directors' or major shareholders' interests which were still subsisting at the end of the financial period or, if not then subsisting, were entered into during the financial period under review.

Additional Compliance Information

4. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("RRPTs")

At the Third Annual General Meeting ("AGM") of the Company held on 7 October 2025, the Company obtained shareholders' mandate pursuant to the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad to allow the Group to enter into recurrent related party transactions ("RRPTs") of a revenue or trading nature which are necessary for the day to day operations of the Group and in the ordinary course of business with the related parties ("Mandate"). This Mandate will lapse at the conclusion of the forthcoming Fourth AGM of the Company.

Details of the RRPTs entered into by the Group during the financial period ended 30 June 2026 are as follows:

Transacting companies within the Group	Transacting party	Nature of transaction	Interested related party	Actual value transacted for the financial period ended 30 June 2026 (RM'000)
SSF Creative Life Centre Sdn. Bhd. ("SSF Creative Life")	CL Wong Realty Sdn. Bhd. ("CL Wong Realty")	Rental expenses ⁴⁽ⁱ⁾	i. Wong Choong Loong ("WCL") ⁽¹⁾ ii. Chin See Kew ("CSK") ⁽²⁾	630
SSF Creative Life	Seven Star Realty Sdn. Bhd. ("Seven Star Realty")	Rental expenses ⁴⁽ⁱⁱ⁾	i. WCL ii. CSK iii. Wong Choong Lian ("WCLian") ⁽³⁾	5,081
SSF Creative Life	CL Wong Realty	Rental expenses ⁴⁽ⁱⁱⁱ⁾	i. WCL ii. CSK	247
SSF Creative Life	CL Wong Realty	Rental expenses ^{4(iv)}	i. WCL ii. CSK	-

Notes:-

- (1) WCL is a director and major shareholder of SSF Home Group Berhad ("SSF"), CL Wong Realty and Seven Star Realty. He is the spouse of CSK, a director and shareholder of SSF, CL Wong Realty and Seven Star Realty. He is the brother of WCLian, a director of SSF's subsidiaries and shareholder of SSF.
- (2) CSK is a director and shareholder of SSF, CL Wong Realty and Seven Star Realty. She is the spouse of WCL, a director and major shareholder of SSF, CL Wong Realty and Seven Star Realty. She is the sister-in-law of WCLian, a director of SSF's subsidiaries and shareholder of SSF.
- (3) A director of subsidiaries of SSF and shareholder of SSF and Seven Star Realty. He is the brother of WCL, a director and major shareholder of SSF. He is the brother-in-law of CSK, a director and shareholder of SSF.

Additional Compliance Information

4. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("RRPTs") (Cont'd)

(4) The details of the properties are as follows:-

No.	Description	Postal Address	Purpose	Total built-up areas/ Rent Space (square feet)	Rental value per month (RM)	Period of tenancy	Ownership
(i)	Retail outlet	1,1A, 1B, 1C, 3, 3A, 3B, 5, 5A, 5B, 7, 7A, 7B, 9, 9A, 9B, 11, 11A & 11B, Jalan Pusat Perniagaan Falim 3, Pusat Perniagaan, Falim, 30200, Ipoh, Perak	SSFHOME retail outlet	Approximately 31,488	45,000	3 years from 1 May 2025 to 30 April 2028	CL Wong Realty
(ii)	Retail outlet	2774, 2775 & 2776, Jalan Chain Ferry, Taman Inderawasih, 13600 Perai, Pinang	SSFHOME retail outlet	Approximately 16,221	28,000	3 years from 1 May 2024 to 30 April 2027 with an option to renew for a further period of three (3) years	Seven Star Realty
	Retail outlet and office building	6, Jalan Jurutera U1/23, HICOM-Glenmarie Industrial Park, 40150 Shah Alam, Selangor	SSFHOME retail outlet and Head Office	Approximately 88,921	334,937	3 years from 27 December 2024 to 26 December 2027 with an option to renew for a further 4 terms of three (3) years	Seven Star Realty
(iii)	Retail outlet	No. 219, Jalan Sultan Nazrin Shah (Lapangan), 31350 Ipoh, Perak	SSFHOME retail outlet	Approximately 24,039	38,462	3 years from 19 November 2025 to 18 November 2028 with an option to renew for a further period of three (3) years	CL Wong Realty
(iv)	Retail outlet	3, 3-1 & 3-2, Jalan Komersial Skywiz, Pusat Komersial Skywiz Ayer Keroh, 75450 Melaka	SSFHOME retail outlet	Approximately 31,614	60,000	3 years from the tenancy commencement date which is anticipated in December 2026 with an option to renew for a further 3 terms of three (3) years	CL Wong Realty

5. EMPLOYEES' SHARE SCHEME

The Company did not establish any employee share scheme and does not have any subsisting employee share scheme during the financial period under review.

Statement of Directors' Responsibilities

In connection with the preparation of the annual audited financial statements of SSF Home Group Berhad ("the Company") and its subsidiaries ("the Group"), the Directors are required to ensure that the audited financial statements are prepared in accordance with the provisions of the Companies Act 2016 ("Act") and the applicable approved accounting standards as prescribed by the Malaysian Accounting Standards Board so as to give a true and fair view of the financial position together with the financial performance and cash flows of the Company and the Group for each financial year.

In preparing the financial statements for the financial period ended 30 June 2026, the Directors:-

- a) are responsible for ensuring proper accounting records are kept, which provide reasonable accuracy as to the financial position of the Group and the Company;
- b) have adopted and consistently applied suitable accounting policies;
- c) have exercised prudent and reasonable judgement in making accounting estimates and assessments;
- d) have ensured that applicable financial reporting standards have been complied with, subject to any material departures disclosed and explained in the financial statements; and
- e) have prepared the financial statements on a going concern basis unless it is inappropriate to presume that the Group and the Company will continue in business.

The Board ensures timely submission of the Company's quarterly reports and annual audited financial statements to Bursa Malaysia Securities Berhad, keeping the investing public informed of the Group's latest performance and developments.

The Board also ensures that the Group maintains accurate accounting records in compliance with relevant regulations. Additionally, the Board is responsible for taking appropriate measures to safeguard the assets of the Company and the Group, and to prevent and detect fraud as well as other irregularities.



FINANCIAL STATEMENTS

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Directors' Report

The directors hereby submit their report together with the audited financial statements of the Group and of the Company for the financial period ended 30 June 2026.

CHANGE OF FINANCIAL YEAR END

During the financial period, the Group and the Company changed their financial year end from 30 April to 30 June. Accordingly, the financial statements of the Group and of the Company for the financial period ended 30 June 2026 covers a fourteen-month period as compared to the twelve months financial year ended 30 April 2025.

PRINCIPAL ACTIVITIES

The principal activity of the Company is an investment holding company. The principal activities of its subsidiaries are disclosed in Note 14 to the financial statements.

There have been no significant changes in the nature of these activities during the financial period.

RESULTS

	Group RM	Company RM
Profit for the financial period, net of tax	10,554,123	3,673,371
Attributable to:		
Owners of the Company	10,554,123	3,673,371

DIVIDENDS

The amount of dividends declared and paid by the Company since the end of the previous financial year was as follows:

	RM
Single tier interim dividend of 0.5 sen per ordinary share in respect of the financial period ended 30 June 2026, paid on 31 July 2025.	4,000,000

On 21 August 2026, the directors declared a first interim single tier dividend of 0.5 sen per ordinary share amounting to RM4,000,000 in respect of the financial period ending 30 June 2027, which was paid on 30 September 2026.

This single tier dividend in respect of the financial period ending 30 June 2027 will be accounted for as equity as an appropriation of retained earnings in the financial year ending 30 June 2027.

Directors' Report

RESERVES OR PROVISIONS

There were no material transfer to or from reserves or provisions during the financial period, other than those disclosed in the financial statements.

BAD AND DOUBTFUL DEBTS

Before the financial statements of the Group and of the Company were prepared, the directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and had satisfied themselves that there were no known bad debts and that no allowance for doubtful debts was required.

At the date of this report, the directors are not aware of any circumstances which would render it necessary to write off any bad debts or to make any allowance for doubtful debts in the financial statements of the Group and of the Company.

CURRENT ASSETS

Before the financial statements of the Group and of the Company were prepared, the directors took reasonable steps to ensure that any current assets which were unlikely to be realised in the ordinary course of business including their values as shown in the accounting records of the Group and of the Company had been written down to an amount which they might be expected so to realise.

At the date of this report, the directors are not aware of any circumstances which would render the values attributed to the current assets in the financial statements of the Group and of the Company misleading.

VALUATION METHODS

At the date of this report, the directors are not aware of any circumstances which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

CONTINGENT AND OTHER LIABILITIES

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

- (i) any charge on the assets of the Group or of the Company which has arisen since the end of the financial period which secures the liabilities of any other person; and
- (ii) any contingent liabilities in respect of the Group or of the Company which has arisen since the end of the financial period.

In the opinion of the directors, no contingent or other liability of the Group or of the Company has become enforceable, or is likely to become enforceable, within the period of twelve months after the end of the financial period which will or may affect the ability of the Group or of the Company to meet their obligations as and when they fall due.

Directors' Report

CHANGE OF CIRCUMSTANCES

At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

ITEMS OF MATERIAL AND UNUSUAL NATURE

In the opinion of the directors,

- (i) the results of the operations of the Group and of the Company for the financial period were not substantially affected by any item, transaction or event of a material and unusual nature; and
- (ii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial period and the date of this report which is likely to affect substantially the results of the operations of the Group and of the Company for the financial period in which this report is made.

AUDITORS' REMUNERATION AND INDEMNITY

The auditors' remuneration of the Group and of the Company during the financial period are RM280,000 and RM79,000 respectively.

The Company has agreed to indemnify the auditors of the Company as permitted under Section 289 of the Companies Act 2016 in Malaysia.

ISSUE OF SHARES AND DEBENTURES

During the financial period, no new issue of shares or debentures were made by the Company.

DIRECTORS

The directors in office during the financial period and during the period from the end of the financial period to the date of this report are:

Datuk Seri Dr Haji Abdul Fattah Bin Haji Abdullah
 Wong Choong Loong*
 Chin See Kew*
 Lok Kok Khong*
 Kong Sau Kian
 Er Kian Hong
 Lim Su May

* Directors of the Company and certain subsidiaries

Othan than stated above, the name of the director of the subsidiaries of the Company during the financial period and during the period from the end of the financial period to the date of this report is:

Wong Choong Lian

Directors' Report

DIRECTORS' INTERESTS

According to the Register of Directors' Shareholdings required to be kept by the Company under Section 59 of the Companies Act 2016 in Malaysia, the interests of directors in office at the end of the financial period in shares in the Company and its related corporations during the financial period were as follows:

	Number of ordinary shares			At 30 June 2026
	At 1 May 2025	Bought	Sold	
Interest in the Company				
Direct interests:				
Wong Choong Loong	386,400,000	4,000,000	-	390,400,000
Chin See Kew	47,520,002	-	-	47,520,002
Lok Kok Khong	85,000,000	-	(4,458,100)	80,541,900
Kong Sau Kian	300,000	-	-	300,000
Lim Su May	50,000	-	(50,000)	-

By virtue of his interest in the ordinary shares in the Company and pursuant to Section 8 of the Companies Act 2016 in Malaysia, Wong Choong Loong is deemed to have an interest in shares in the subsidiaries to the extent that the Company has an interest.

Other than as stated above, none of the other directors in office at the end of the financial period had any interest in shares in the Company and its related corporations during the financial period.

DIRECTORS' BENEFITS

Since the end of the previous financial period, no director of the Company has received or become entitled to receive any benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the directors as shown below) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest.

The directors' benefits of the Group and of the Company were as follows:

	Group 1.5.2025 to 30.6.2026 RM	Company 1.5.2025 to 30.6.2026 RM
Directors of the Company:		
Fees	294,000	294,000
Salaries, allowances, incentives, bonuses and others	2,946,790	5,600
Defined contribution plan	222,452	-
Other emolument	4,633	-
Benefits-in-kind	30,013	-
	3,497,888	299,600

Neither during, nor at the end of the financial period, was the Company a party to any arrangements where the object is to enable the directors to acquire benefits by means of the acquisition of shares in, or debentures of the Company or any other body corporate.

Directors' Report

INDEMNITY TO DIRECTORS AND OFFICERS

During the financial period, no indemnity was given to any director or officer of the Company.

SUBSIDIARIES

The details of the Company's subsidiaries are as follows:

Name of company	Principal place of business/ country of incorporation	Ownership interest %	Principal activities
SSF Sdn. Bhd.	Malaysia	100	Purchasing hub of furniture, home décor and home living products and provision of management services
SSF Creative Life Centre Sdn. Bhd.	Malaysia	100	Retailer, wholesaler and warehousing furniture, home décor and home living products
SSF Home Furnishing Sdn. Bhd.	Malaysia	100	Retailer of furniture, home décor and home living products
SSF Studio Sdn. Bhd. (formerly known as SSF Delanco Sdn. Bhd.)	Malaysia	100	Retailer of furniture, home décor and home living products
SSF Holdings Sdn. Bhd.	Malaysia	100	Licensing and trademark management
SSF Home Pte. Ltd.*	Singapore	100	Retail sale of furniture

* *The financial results of SSF Home Pte. Ltd. were consolidated based on the management accounts. The Directors are of the opinion that the financial results of the subsidiary were not material to the Group as the subsidiary is currently dormant since the date of incorporation.*

The available auditors' reports on the accounts of the subsidiaries did not contain any qualification.

Directors' Report

AUDITORS

The auditors, Messrs Baker Tilly Monteiro Heng PLT, have expressed their willingness to continue in office.

This report was approved and signed on behalf of the Board of Directors in accordance with a resolution of the directors.

.....
WONG CHOONG LOONG

Director

.....
LOK KOK KHONG

Director

Date: 15 October 2026

Statements of Comprehensive Income

FOR THE FINANCIAL PERIOD FROM 1 MAY 2025 to 30 JUNE 2026

		Group		Company	
		1.5.2025 to 30.6.2026	1.5.2024 to 30.4.2025	1.5.2025 to 30.6.2026	1.5.2024 to 30.4.2025
	Note	RM	RM	RM	RM
Revenue	4	193,283,890	152,505,298	3,000,000	4,000,000
Cost of sales		(86,391,914)	(70,771,795)	-	-
Gross profit		106,891,976	81,733,503	3,000,000	4,000,000
Other income	5	1,432,905	576,815	1,307	55,388
Administrative expenses		(88,702,705)	(70,832,011)	(1,084,505)	(960,024)
Selling and distribution expenses		(2,874,309)	(3,903,190)	-	-
Operating profit		16,747,867	7,575,117	1,916,802	3,095,364
Finance income	6	2,472,485	2,289,387	1,844,458	1,723,457
Finance costs	7	(4,787,160)	(1,269,454)	-	-
Profit before tax	8	14,433,192	8,595,050	3,761,260	4,818,821
Income tax expense	9	(3,879,069)	(2,694,163)	(87,889)	(194,669)
Profit for the financial period/year		10,554,123	5,900,887	3,673,371	4,624,152
Other comprehensive (loss)/income, net of tax					
<i>Item that may be reclassified subsequently to profit or loss</i>					
Exchange differences on translation of foreign operation		(1,399)	272	-	-
Total comprehensive income for the financial period/year		10,552,724	5,901,159	3,673,371	4,624,152

Statements of Comprehensive Income

FOR THE FINANCIAL PERIOD FROM 1 MAY 2025 TO 30 JUNE 2026

		Group		Company	
		1.5.2025 to 30.6.2026	1.5.2024 to 30.4.2025	1.5.2025 to 30.6.2026	1.5.2024 to 30.4.2025
Note		RM	RM	RM	RM
Profit attributable to:					
Owners of the Company		10,554,123	5,900,887	3,673,371	4,624,152
Non-controlling interests		-	-	-	-
		10,554,123	5,900,887	3,673,371	4,624,152
Total comprehensive income attributable to:					
Owners of the Company		10,552,724	5,901,159	3,673,371	4,624,152
Non-controlling interests		-	-	-	-
		10,552,724	5,901,159	3,673,371	4,624,152
Earnings per share attributable to ordinary shareholders of the Company (sen)					
- Basic and diluted	10	1.32	0.74		

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

Statements of Financial Position

AS AT 30 JUNE 2026

		Group		Company	
	Note	30.6.2026 RM	30.4.2025 RM	30.6.2026 RM	30.4.2025 RM
ASSETS					
Non-current assets					
Property, plant and equipment	11	18,036,994	19,492,259	-	-
Right-of-use assets	12	103,603,750	86,209,460	-	-
Intangible assets	13	10,466	13,293	-	-
Investment in subsidiaries	14	-	-	76,568,680	74,768,680
Other investments	15	15,512,660	5,494,164	-	-
Deferred tax assets	16	3,699,172	3,555,727	-	-
Other receivables	19	6,562,872	6,211,852	-	-
Total non-current assets		147,425,914	120,976,755	76,568,680	74,768,680
Current assets					
Inventories	17	58,970,188	68,022,174	-	-
Trade receivables	18	340,059	787,528	-	-
Other receivables	19	4,591,762	3,242,132	91,713	49,003
Current tax assets		64,611	237,288	-	-
Short-term investments	20	57,182,887	38,734,496	42,161,627	31,364,146
Cash and short-term deposits	21	20,460,091	33,574,250	4,783,642	17,753,072
Total current assets		141,609,598	144,597,868	47,036,982	49,166,221
TOTAL ASSETS		289,035,512	265,574,623	123,605,662	123,934,901

Statements of Financial Position

AS AT 30 JUNE 2026

		Group		Company	
	Note	30.6.2026 RM	30.4.2025 RM	30.6.2026 RM	30.4.2025 RM
EQUITY AND LIABILITIES					
Equity attributable to owners of the Company					
Share capital	22	122,238,850	122,238,850	122,238,850	122,238,850
Foreign currency reserve	23	(1,127)	272	-	-
Reorganisation deficit	23	(70,035,923)	(70,035,923)	-	-
Retained earnings		120,439,848	113,885,725	1,213,403	1,540,032
TOTAL EQUITY		172,641,648	166,088,924	123,452,253	123,778,882
Non-current liabilities					
Lease liabilities	24	92,629,272	78,433,958	-	-
Provision for restoration costs	25	2,017,600	1,738,900	-	-
Deferred tax liabilities	16	221,227	207,811	-	-
Total non-current liabilities		94,868,099	80,380,669	-	-
Current liabilities					
Lease liabilities	24	13,486,785	8,353,560	-	-
Provision for restoration costs	25	334,500	374,996	-	-
Current tax liabilities		1,140,786	968,668	17,317	70,580
Trade payables	26	1,174,262	5,011,386	-	-
Other payables	27	2,787,482	3,071,964	122,092	72,439
Amount due to a subsidiary	28	-	-	14,000	13,000
Contract liabilities	29	2,601,950	1,324,456	-	-
Total current liabilities		21,525,765	19,105,030	153,409	156,019
TOTAL LIABILITIES		116,393,864	99,485,699	153,409	156,019
TOTAL EQUITY AND LIABILITIES		289,035,512	265,574,623	123,605,662	123,934,901

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

Consolidated Statements of Changes in Equity

FOR THE FINANCIAL PERIOD ENDED 30 JUNE 2026

	Attributable to owners of the Company					Total equity RM
	Share capital RM	Foreign currency reserve RM	Reorganisation deficit RM	Retained earnings RM		
Group						
At 1 May 2025	122,238,850	272	(70,035,923)	113,885,725		166,088,924
Total comprehensive income for the financial period						
Profit for the financial period	-	-	-	10,554,123		10,554,123
Other comprehensive loss for the financial period	-	(1,399)	-	-		(1,399)
Total comprehensive income	-	(1,399)	-	10,554,123		10,552,724
Transactions with owners						
Dividends paid, representing total transaction with owners	-	-	-	(4,000,000)		(4,000,000)
At 30 June 2026	122,238,850	(1,127)	(70,035,923)	120,439,848		172,641,648

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Consolidated Statements of Changes in Equity

FOR THE FINANCIAL PERIOD ENDED 30 JUNE 2026

	Attributable to owners of the Company				
	Share capital RM	Foreign currency reserve RM	Reorganisation deficit RM	Retained earnings RM	Total equity RM
Group					
At 1 May 2024	122,238,850	-	(70,035,923)	111,984,838	164,187,765
Total comprehensive income for the financial year					
Profit for the financial year	-	-	-	5,900,887	5,900,887
Other comprehensive income for the financial year	-	272	-	-	272
Total comprehensive income	-	272	-	5,900,887	5,901,159
Transactions with owners					
Dividends paid, representing total transaction with owners	-	-	-	(4,000,000)	(4,000,000)
At 30 April 2025	122,238,850	272	(70,035,923)	113,885,725	166,088,924

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Statements of Changes in Equity

FOR THE FINANCIAL PERIOD ENDED 30 JUNE 2026

	Note	Share capital RM	Retained earnings RM	Total equity RM
Company				
At 1 May 2024		122,238,850	915,880	123,154,730
Profit for the financial year, representing total comprehensive income for the financial year		-	4,624,152	4,624,152
Transactions with owners				
Dividends paid, representing total transaction with owners	30	-	(4,000,000)	(4,000,000)
At 30 April 2025		122,238,850	1,540,032	123,778,882
Profit for the financial period, representing total comprehensive income for the financial period		-	3,673,371	3,673,371
Transactions with owners				
Dividends paid, representing total transaction with owners	30	-	(4,000,000)	(4,000,000)
At 30 June 2026		122,238,850	1,213,403	123,452,253

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

Statements of Cash Flows

FOR THE FINANCIAL PERIOD ENDED 30 JUNE 2026

	Note	Group		Company	
		30.6.2026 RM	30.4.2025 RM (Restated)	30.6.2026 RM	30.4.2025 RM (Restated)
Cash flows from operating activities					
Profit before tax		14,433,192	8,595,050	3,761,260	4,818,821
Adjustments for:					
Amortisation of intangible assets	13	2,827	2,423	-	-
Depreciation of:					
- property, plant and equipment	11	4,078,830	3,636,081	-	-
- right-of-use assets	12	17,319,633	12,651,785	-	-
Dividend income		-	-	(3,000,000)	(4,000,000)
Dividend income on other investment		(958,333)	(166,667)	-	-
Fair value gain on short-term investments		(105,639)	(23,762)	-	-
Fair value gain on other investments		(18,496)	(17,967)	-	-
Gain on lease termination		(92,399)	-	-	-
Impairment loss on property, plant and equipment	11	120,512	262,841	-	-
Interest expense		4,787,160	1,269,454	-	-
Interest income		(826,598)	(1,222,349)	(450,070)	(903,768)
Short-term investment income		(1,540,248)	(1,043,276)	(1,394,388)	(874,189)
Loss/(Gain) on disposal of property plant and equipment		3,343	(70,442)	-	-
Loss on lease modification		-	20,448	-	-
Provision for restoration cost	25	210,200	229,396	-	-
Inventories written down		342,043	1,239,868	-	-
Written off on:					
- deposits		3,687	3,112	-	-
- bad debts		-	426	-	-
- inventories	17	946,213	955,863	-	-
- property, plant and equipment	11	663,550	330,881	-	-
Reversal of impairment loss on property, plant and equipment	11	(262,841)	-	-	-
Reversal of inventories written down	17	(3,283,114)	(1,607,753)	-	-
Reversal of provision for restoration costs	25	(67,899)	-	-	-
Unrealised loss/(gain) on foreign exchange		4,589	(7,534)	-	-
Operating profit/(loss) before changes in working capital		35,760,212	25,037,878	(1,083,198)	(959,136)

Statements of Cash Flows

FOR THE FINANCIAL PERIOD ENDED 30 JUNE 2026

		Group		Company	
	Note	30.6.2026 RM	30.4.2025 RM (Restated)	30.6.2026 RM	30.4.2025 RM (Restated)
<u>Changes in working capital:</u>					
Inventories		11,046,844	1,866,566	-	-
Receivables		(1,256,868)	(118,350)	(42,710)	7,650
Payables		(4,124,387)	(791,785)	49,653	(9,473)
Contract liabilities		1,277,494	(744,764)	-	-
Provision		(228,097)	(39,300)	-	-
Net cash generated from/(used in) operations		42,475,198	25,210,245	(1,076,255)	(960,959)
Income tax paid		(4,188,732)	(2,971,391)	(141,152)	(214,199)
Income tax refunded		524,429	119,803	-	-
Interest received		826,598	1,222,349	450,070	903,768
Net cash from/(used in) operating activities		39,637,493	23,581,006	(767,337)	(271,390)
Cash flows from investing activities					
Advances from a subsidiary		-	-	-	5,023,523
Dividend received		-	-	3,000,000	4,000,000
Dividend received on other investment		958,333	166,667	-	-
Purchase of property, plant and equipment	11	(3,149,099)	(2,682,787)	-	-
Investment in other investments		(10,000,000)	(5,000,000)	-	-
Proceeds from disposal of property, plant and equipment		970	108,500	-	-
Placement of short-term investments		(16,802,504)	(13,397,303)	(9,403,093)	(14,200,000)
Withdrawal/(Placement) of deposits with a licensed bank		11,037,005	(19,339,506)	12,408,701	(17,108,701)
Subscription of additional shares in subsidiaries		-	-	(1,800,000)	(1,832,757)
Net cash (used in)/from investing activities		(17,955,295)	(40,144,429)	4,205,608	(24,117,935)

Statements of Cash Flows

FOR THE FINANCIAL PERIOD ENDED 30 JUNE 2026

		Group		Company	
	Note	30.6.2026 RM	30.4.2025 RM (Restated)	30.6.2026 RM	30.4.2025 RM (Restated)
Cash flows from financing activities	(a)				
Advances from a subsidiary		-	-	1,000	13,000
Dividends paid		(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)
Drawdown of banker acceptance		19,625,000	2,275,000	-	-
Interest paid		(4,787,160)	(1,269,454)	-	-
Repayment of banker acceptance		(19,625,000)	(2,275,000)	-	-
Payment of lease liabilities		(14,968,985)	(11,680,395)	-	-
Net cash used in financing activities		(23,756,145)	(16,949,849)	(3,999,000)	(3,987,000)
Net decrease in cash and cash equivalents		(2,073,947)	(33,513,272)	(560,729)	(28,376,325)
Cash and cash equivalents at the beginning of the financial period/year		14,234,744	47,747,936	644,371	29,020,696
Effects of exchange rate changes on cash and cash equivalents		(3,207)	80	-	-
Cash and cash equivalents at end of the financial period/year		12,157,590	14,234,744	83,642	644,371
Cash and cash equivalents in the statements of cash flows comprise the following amounts:					
Fixed deposits with licensed banks	21	8,837,471	19,840,999	4,700,000	17,108,701
Cash and bank balances	21	11,622,620	13,733,251	83,642	644,371
		20,460,091	33,574,250	4,783,642	17,753,072
Less: Deposits with maturity of more than 3 months		(8,302,501)	(19,339,506)	(4,700,000)	(17,108,701)
		12,157,590	14,234,744	83,642	644,371

Statements of Cash Flows

FOR THE FINANCIAL PERIOD ENDED 30 JUNE 2026

- (a) Changes in liabilities arising from financing activities are as follows:

	1 May 2025 RM	Cash flows RM	← Additions RM	Non-cash Termination of lease RM	→ Others RM	30 June 2026 RM
2026						
Group						
Lease liabilities	86,787,518	(14,968,985)	37,406,945	(4,729,331)	1,619,910	106,116,057
	1 May 2024 RM	Cash flows RM	← Additions RM	Non-cash Termination of lease RM	→ Others RM	30 April 2025 RM
2025						
Lease liabilities	14,647,922	(11,680,395)	62,974,102	-	20,845,889	86,787,518

	1 May 2025 RM	Cash flows RM	30 June 2026 RM
2026			
Company			
Amount due to a subsidiary	13,000	1,000	14,000
	1 May 2024 RM	Cash flows RM	30 April 2025 RM
2025			
Amount due to a subsidiary	-	13,000	13,000

- (b) Total cash outflows for leases

During the financial period/year, the Group has total cash outflows for leases of RM21,607,170 (30.4.2025: RM15,797,813).

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

Notes to the Financial Statements

1. CORPORATE INFORMATION

SSF Home Group Berhad ("the Company") is a public limited liability company, incorporated and domiciled in Malaysia and is listed on the ACE Market of Bursa Malaysia Securities Berhad. The registered office of the Company is located at Third Floor, No. 77, 79 & 81, Jalan SS21/60, Damansara Utama, 47400 Petaling Jaya, Selangor. The principal place of business of the Company is located at No. 6, Jalan Jurutera U1/23, Hicom-Glenmarie Industrial Park, 40150 Shah Alam, Selangor.

The principal activity of the Company is an investment holding Company. The principal activities of the subsidiaries are disclosed in Note 14 to the financial statements. There has been no significant change in the nature of these activities during the financial period.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 15 October 2026.

2. BASIS OF PREPARATION

2.1 Statement of compliance

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

2.2 Adoption of amendments to MFRS

The Group and the Company have adopted the following applicable amendments to MFRS for the current financial period:

MFRS 121 The Effects of Changes in Foreign Exchange Rates

The adoption of the above amendments to MFRS did not have any significant effect on the financial statements of the Group and of the Company and did not result in significant changes to the Group's and the Company's existing accounting policies.

Notes to the Financial Statements

2. BASIS OF PREPARATION (CONTINUED)

2.3 New MFRSs and amendments to MFRSs that have been issued, but are yet to be effective

The Group and the Company have not adopted the following new MFRSs and amendments to MFRSs that have been issued, but yet to be effective:

		Effective for financial periods beginning on or after
<u>New MFRSs</u>		
MFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 20	Regulatory Assets and Regulatory Liabilities	1 January 2029
<u>Amendments to MFRSs</u>		
MFRS 1	First-time Adoption of Malaysian Financial Reporting Standards	1 January 2026
MFRS 7	Financial Instruments: Disclosures	1 January 2026
MFRS 9	Financial Instruments	1 January 2026
MFRS 10	Consolidated Financial Statements	1 January 2026/ Deferred
MFRS 107	Statement of Cash Flows	1 January 2026
MFRS 121	The Effects of Changes in Foreign Exchange Rates	1 January 2027
MFRS 128	Investments in Associates and Joint Ventures	1 January 2027#/ Deferred

**Amendments to MFRS 128 shall apply when an entity first applies MFRS 18 Presentation and Disclosure in Financial Statements.*

The Group and the Company plan to adopt the above applicable new MFRSs and amendments to MFRSs when they become effective. A brief discussion on the above significant new MFRSs and amendments to MFRSs that may be applicable to the Group and the Company are summarised below.

MFRS 18 Presentation and Disclosure in Financial Statements

MFRS 18 replaces MFRS 101 *Presentation of Financial Statements*. It retains many requirements from MFRS 101 without modification.

MFRS 18 introduces two subtotals which are to be presented in the statement of profit or loss – including “operating profit”, which has been specifically defined. Income and expenses shall be presented in five categories: operating, investing, financing, income taxes and discontinued operations.

MFRS 18 requires disclosure of explanations of the entity’s company-specific measures that are related to the statement of profit or loss, referred to as management-defined performance measures (“MPMs”). The entity is required to reconcile MPMs to a total or subtotal required by MFRS 18 or another MFRS Accounting Standards. MFRS 18 also requires other disclosures, including how each MPM is calculated, what the MPM communication about the entity’s financial performance, and any changes made to the MPMs in the year.

Notes to the Financial Statements

2. BASIS OF PREPARATION (CONTINUED)

2.3 New MFRSs and amendments to MFRSs that have been issued, but are yet to be effective (Continued)

MFRS 18 Presentation and Disclosure in Financial Statements (Continued)

MFRS 18 adds new principles for aggregation and disaggregation of information. It requires the entity to classify the expenses in the “operating” category in the profit or loss by nature or function, or both. The entity that classifies operating expenses by functions are required to disclose in the notes to the financial statements, the amount of depreciation, amortization, employee benefits, impairment losses and write-downs of inventories included in each line in the operating category. Subject to materiality, MFRS 18 requires items presented or disclosed as “other” to be labelled and/or described in as faithfully representative and precise a way as possible.

2.4 Functional and presentation currency

The individual financial statements of each entity in the Group are measured using the currency of the primary economic environment in which they operate (“the functional currency”).

The consolidated financial statements are presented in Ringgit Malaysia (“RM”), which is also the Company’s functional currency.

2.5 Basis of measurement

The financial statements of the Group and of the Company have been prepared on the historical cost basis, except for those as disclosed.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of financial statements in conformity with MFRSs requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of the revenue and expenses during the reporting period. It also requires directors to exercise their judgement in the process of applying the Group’s and the Company’s accounting policies. Although these estimates and judgement are based on the directors’ best knowledge of current events and actions, actual results may differ.

The areas involving a higher degree of judgement or complexity that have the most significant effect on the Group’s and the Company’s financial statements, or areas where assumptions and estimates that have a significant risk of resulting in a material adjustment to the Group’s and the Company’s financial statements within the next financial year are disclosed as follows:

Inventories

The Group writes down inventories based on the assessment of their estimated net selling price. Inventories are written down when events or changes in circumstances indicate that the carrying amounts may not be recoverable. The management specifically analyses sales trend and current economic trends when making a judgement to evaluate the adequacy of the write-down inventories. Where expectations differ from the original estimates, the differences will impact the carrying amount of inventories.

The carrying amounts of the Group’s inventories are disclosed in Note 17.

Notes to the Financial Statements

4. REVENUE

	Group		Company	
	1.5.2025 to 30.6.2026	1.5.2024 to 30.4.2025	1.5.2025 to 30.6.2026	1.5.2024 to 30.4.2025
	RM	RM	RM	RM
Revenue from contract customer:				
Retailer of furniture, home décor and home living products	190,233,947	149,752,472	-	-
Membership subscription fees	3,049,943	2,752,826	-	-
	193,283,890	152,505,298	-	-
Revenue from other source:				
Dividend income	-	-	3,000,000	4,000,000
	193,283,890	152,505,298	3,000,000	4,000,000

(a) Disaggregation of revenue

For the purpose of disclosure for disaggregation of revenue, the Group and the Company disaggregate revenue into goods or services and timing of revenue recognition.

	Group		Company	
	1.5.2025 to 30.6.2026	1.5.2024 to 30.4.2025	1.5.2025 to 30.6.2026	1.5.2024 to 30.4.2025
	RM	RM	RM	RM
Timing of revenue recognition:				
At a point in time	190,233,947	149,752,472	3,000,000	4,000,000
Over time	3,049,943	2,752,826	-	-
	193,283,890	152,505,298	3,000,000	4,000,000

Notes to the Financial Statements

4. REVENUE (CONTINUED)

4.1 Material accounting policy information

(a) Retailer of furniture, home décor and home living products

Revenue from retailer of furniture, home décor and home living products is recognised at a point in time when the control of the goods has been transferred to the customers (i.e. delivery of goods or cash and carry basis), net of sales and service tax and discounts.

Sales is made in cash term, which is consistent with market practice, therefore, no element of financing is deemed present.

(b) Revenue from membership subscription program

Revenue from membership subscription program is recognised over the membership tenure of 12 months.

(c) Dividend income

Dividend income is recognised when the right to receive payment is established.

5. OTHER INCOME

	Group		Company	
	1.5.2025 to 30.6.2026	1.5.2024 to 30.4.2025	1.5.2025 to 30.6.2026	1.5.2024 to 30.4.2025
	RM	RM	RM	RM
Dividend income on other investments	958,333	166,667	-	-
Transport income	102,270	-	-	-
Fair value gain on investment insurance	18,496	17,967	-	-
Gain on disposal of property, plant and equipment	-	73,057	-	-
Gain on lease termination	92,399	-	-	-
Insurance compensation	43,134	157,818	-	-
Interest income from subsidiaries	-	-	-	54,500
Realised gain on foreign exchange	80,534	55,175	1,307	-
Sales of scrap	63,752	19,761	-	-
Vending sales	50,831	45,364	-	-
Unrealised gain on foreign exchange	-	7,534	-	-
Miscellaneous income	23,156	33,472	-	888
	1,432,905	576,815	1,307	55,388

Notes to the Financial Statements

6. FINANCE INCOME

	Group		Company	
	1.5.2025 to 30.6.2026	1.5.2024 to 30.4.2025	1.5.2025 to 30.6.2026	1.5.2024 to 30.4.2025
	RM	RM	RM	RM
Fair value gain on short-term investments	105,639	23,762	-	-
Interest income from fixed deposits	575,125	983,809	442,397	832,312
Interest income from bank	251,473	238,540	7,673	16,956
Short-term investments income	1,540,248	1,043,276	1,394,388	874,189
	<u>2,472,485</u>	<u>2,289,387</u>	<u>1,844,458</u>	<u>1,723,457</u>

7. FINANCE COSTS

	Group	
	1.5.2025 to 30.6.2026	1.5.2024 to 30.4.2025
	RM	RM
Interest expenses on:		
- Banker's acceptance	259,956	36,008
- Lease liabilities	4,527,204	1,233,446
	<u>4,787,160</u>	<u>1,269,454</u>

8. PROFIT BEFORE TAX

Other than disclosed elsewhere in the financial statements, the following items have been charged/(credited) in arriving at profit before tax:

	Group		Company	
	1.5.2025 to 30.6.2026	1.5.2024 to 30.4.2025	1.5.2025 to 30.6.2026	1.5.2024 to 30.4.2025
	RM	RM	RM	RM
Auditors' remuneration - statutory audit				
- Baker Tilly Monteiro Heng PLT	272,000	-	71,000	-
- Other auditors	-	212,000	-	51,000
Other services:				
- Baker Tilly Monteiro Heng PLT	8,000	-	8,000	-
- Other auditors	9,000	15,600	-	6,000
Amortisation of intangible assets	2,827	2,423	-	-
Depreciation of:				
- property, plant and equipment	4,078,830	3,636,081	-	-
- right-of-use assets	17,319,633	12,651,785	-	-

Notes to the Financial Statements

8. PROFIT BEFORE TAX (CONTINUED)

Other than disclosed elsewhere in the financial statements, the following items have been charged/(credited) in arriving at profit before tax: (Continued)

	Group		Company	
	1.5.2025	1.5.2024	1.5.2025	1.5.2024
	to 30.6.2026	to 30.4.2025	to 30.6.2026	to 30.4.2025
	RM	RM	RM	RM
Employee benefits expenses (Note a)	42,709,986	34,938,532	299,600	292,000
Rental of:				
- equipment	39,800	3,340	-	-
- retail outlets	6,221,671	5,232,497	-	-
Expenses relating to:				
- variable leases	1,764,244	1,570,960	-	-
- short term lease	346,737	1,313,012	-	-
Impairment loss on property plant and equipment	120,512	262,841	-	-
Loss on disposal property plant and equipment	3,343	2,615	-	-
Loss on lease modification	-	20,448	-	-
Provision for restoration costs	210,200	229,396	-	-
Inventories written down	342,043	1,239,868	-	-
Reversal of impairment loss on property, plant and equipment	(262,841)	-	-	-
Reversal of provision for restoration costs	(67,899)	-	-	-
Reversal of inventories written down	(3,283,114)	(1,607,753)	-	-
Utilisation of provision for restoration cost	(228,097)	(39,300)	-	-
Net loss on foreign exchange				
- unrealised	4,589	-	-	-
Written off on:				
- Deposits	3,687	3,112	-	-
- bad debts	-	426	-	-
- inventories	946,213	955,863	-	-
- property, plant and equipment	663,550	330,881	-	-

Notes to the Financial Statements

8. PROFIT BEFORE TAX (CONTINUED)

Other than disclosed elsewhere in the financial statements, the following items have been charged/(credited) in arriving at profit before tax: (Continued)

(a) Employee benefits expenses

	Group		Company	
	1.5.2025	1.5.2024	1.5.2025	1.5.2024
	to 30.6.2026	to 30.4.2025	to 30.6.2026	to 30.4.2025
	RM	RM	RM	RM
Fees	294,000	282,000	294,000	282,000
Salaries, allowances, incentives, bonuses and others	37,994,657	31,071,307	5,600	10,000
Defined contribution plan	3,858,899	3,136,893	-	-
Other emoluments	562,430	448,332	-	-
	42,709,986	34,938,532	299,600	292,000

Included in employee benefits expenses are:

	Group		Company	
	1.5.2025	1.5.2024	1.5.2025	1.5.2024
	to 30.6.2026	to 30.4.2025	to 30.6.2026	to 30.4.2025
	RM	RM	RM	RM

Directors of the Company:

Executive directors

- Salaries, allowances, incentives, bonuses and others	2,941,190	2,553,157	-	-
- Defined contribution plan	222,452	217,020	-	-
- Other emoluments	4,633	4,167	-	-
	3,168,275	2,774,344	-	-

Non-executive directors

- Fees	294,000	282,000	294,000	282,000
- Salaries, allowances, incentives, bonuses and others	5,600	10,000	5,600	10,000
	299,600	292,000	299,600	292,000

Director of the subsidiary:

- Salaries, allowances, incentives, bonuses and others	231,997	123,599	-	-
- Defined contribution plan	9,224	4,916	-	-
- Other emoluments	1,042	521	-	-
	242,263	129,036	-	-

Total	3,710,138	3,195,380	299,600	292,000
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The estimated monetary value of benefits provided to directors of the Group during the financial period/year amounted to RM41,563 (30.4.2025: RM38,508).

Notes to the Financial Statements

9. INCOME TAX EXPENSE

The major components of income tax expense for the financial period/year ended 30 June 2026 and 30 April 2025 are as follows:

Note	Group		Company	
	1.5.2025 to 30.6.2026 RM	1.5.2024 to 30.4.2025 RM	1.5.2025 to 30.6.2026 RM	1.5.2024 to 30.4.2025 RM
Current income tax				
- current year	4,055,750	3,333,240	90,603	195,160
- prior years	(46,652)	71,650	(2,714)	(491)
	<u>4,009,098</u>	<u>3,404,890</u>	<u>87,889</u>	<u>194,669</u>
Deferred tax	16			
- current year	(222,999)	(719,233)	-	-
- prior years	92,970	8,506	-	-
	<u>(130,029)</u>	<u>(710,727)</u>	<u>-</u>	<u>-</u>
Income tax expense	<u>3,879,069</u>	<u>2,694,163</u>	<u>87,889</u>	<u>194,669</u>

Domestic income tax is calculated at the Malaysian statutory income tax rate of 24% (30.4.2025: 24%) of the estimated assessable profit for the financial period/year.

The reconciliations from the tax amount at the statutory income tax rate to the Group's and the Company's tax expense are as follows:

	Group		Company	
	1.5.2025 to 30.6.2026 RM	1.5.2024 to 30.4.2025 RM	1.5.2025 to 30.6.2026 RM	1.5.2024 to 30.4.2025 RM
Profit before tax	14,433,192	8,595,050	3,761,260	4,818,821
Tax at Malaysian statutory income tax rate of 24% (30.4.2025: 24%)	3,463,966	2,062,812	902,702	1,156,517
Adjustments:				
Income not subject to tax	(619,873)	(312,870)	(1,054,653)	(1,169,805)
Non-deductible expenses	988,690	864,065	242,554	208,448
Utilisation of deferred tax assets not recognised	(32)	-	-	-
Under/(Over) provision in prior year:				
- income tax	(46,652)	71,650	(2,714)	(491)
- deferred tax	92,970	8,506	-	-
Income tax expense	<u>3,879,069</u>	<u>2,694,163</u>	<u>87,889</u>	<u>194,669</u>

Notes to the Financial Statements

9. INCOME TAX EXPENSE (CONTINUED)

Utilisation of deferred tax assets not recognised in respect of the following terms:

	Group	
	1.5.2025 to 30.6.2026 RM	1.5.2024 to 30.4.2025 RM
Unutilised tax losses	6,415	6,550

The unutilised tax losses can be carried forward until the following year of assessment:

	Group	
	1.5.2025 to 30.6.2026 RM	1.5.2024 to 30.4.2025 RM
Year of assessment: 2035	6,415	6,550

10. EARNING PER SHARE

Basic earnings per ordinary share

Basic earnings per share are based on the profit for the financial period attributable to ordinary shareholders of the Company and the weighted average number of ordinary shares outstanding during the financial period, calculated as follows:

	Group	
	1.5.2025 to 30.6.2026 RM	1.5.2024 to 30.4.2025 RM
Profit attributable to owners of the Company	10,554,123	5,900,887
Weighted average number of ordinary shares	800,000,000	800,000,000
Basic/Diluted earnings per share (sen)	1.32	0.74

The basic and diluted earnings per share are equal as the Group has no potential dilutive ordinary shares at end of the financial period/year.

Notes to the Financial Statements

11. PROPERTY, PLANT AND EQUIPMENT

Group 2026	Leasehold building RM	Computer and software RM	Equipment, furniture and fittings RM	Forklift RM	Motor vehicle RM	Renovation RM	Capital work-in- progress RM	Total RM
Cost								
At 1 May 2025	138,925	3,183,995	25,394,194	1,136,060	3,744,863	10,404,325	2,388,015	46,390,377
Additions	-	343,175	2,015,870	-	-	498,770	291,284	3,149,099
Disposals	-	(21,140)	(4,090)	-	(160,970)	-	-	(186,200)
Written off	-	(217,678)	(1,912,943)	-	-	(1,178,128)	-	(3,308,749)
At 30 June 2026	138,925	3,288,352	25,493,031	1,136,060	3,583,893	9,724,967	2,679,299	46,044,527
Accumulated depreciation								
At 1 May 2025	56,727	1,867,226	15,102,360	402,847	3,357,247	5,848,870	-	26,635,277
Depreciation charge for the financial period	3,242	280,955	2,483,596	198,811	185,254	926,972	-	4,078,830
Disposals	-	(17,595)	(3,323)	-	(160,969)	-	-	(181,887)
Written off	-	(196,513)	(1,581,861)	-	-	(866,825)	-	(2,645,199)
At 30 June 2026	59,969	1,934,073	16,000,772	601,658	3,381,532	5,909,017	-	27,887,021
Accumulated impairment loss								
At 1 May 2025	-	-	117,240	-	-	145,601	-	262,841
Addition	-	-	50,570	-	-	69,942	-	120,512
Written off	-	-	(117,240)	-	-	(145,601)	-	(262,841)
At 30 June 2026	-	-	50,570	-	-	69,942	-	120,512
Carrying amount								
At 30 June 2026	78,956	1,354,279	9,441,689	534,402	202,361	3,746,008	2,679,299	18,036,994

Notes to the Financial Statements

11. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Group 2025	Leasehold building RM	Computer and software RM	Equipment, furniture and fittings RM	Forklift RM	Motor vehicle RM	Renovation RM	Capital work-in- progress RM	Total RM
Cost								
At 1 May 2024	138,925	2,995,750	24,632,307	1,181,060	4,152,931	10,341,829	2,128,302	45,571,104
Additions	-	252,650	1,610,196	-	200,782	359,446	259,713	2,682,787
Disposals	-	(39,999)	(17,238)	(45,000)	(608,850)	-	-	(711,087)
Written off	-	(24,406)	(831,071)	-	-	(296,950)	-	(1,152,427)
At 30 April 2025	138,925	3,183,995	25,394,194	1,136,060	3,744,863	10,404,325	2,388,015	46,390,377
Accumulated depreciation								
At 1 May 2024	53,949	1,658,050	13,536,324	277,437	3,779,832	5,188,179	-	24,493,771
Depreciation charge for the financial year	2,778	240,209	2,193,139	170,409	186,260	843,286	-	3,636,081
Disposals	-	(9,168)	(10,017)	(44,999)	(608,845)	-	-	(673,029)
Written off	-	(21,865)	(617,086)	-	-	(182,595)	-	(821,546)
At 30 April 2025	56,727	1,867,226	15,102,360	402,847	3,357,247	5,848,870	-	26,635,277
Accumulated impairment loss								
At 1 May 2024	-	-	-	-	-	-	-	-
Addition	-	-	117,240	-	-	145,601	-	262,841
At 30 April 2025	-	-	117,240	-	-	145,601	-	262,841
Carrying amount								
At 30 April 2025	82,198	1,316,769	10,174,594	733,213	387,616	4,409,854	2,388,015	19,492,259

Notes to the Financial Statements

11. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

11.1 Material accounting policy information

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

All other property, plant and equipment (other than right-of-use assets) are depreciated on straight-line basis by allocating their depreciation amounts over their remaining useful lives.

Computer and software	10 years
Equipment, furniture and fittings	4 - 10 years
Forklift	7 years
Leasehold building	50 years
Motor vehicle	4 - 7 years
Renovation	10 years

Capital work-in-progress is stated at cost less any accumulated impairment losses during the period of development. No depreciation is provided on capital work-in-progress and upon completion of development, the cost will be transferred to property, plant and equipment.

12. RIGHT-OF-USE ASSETS

The Group leases several assets including warehouse, office and retail outlets.

Information about leases for which the Group are leases is presented below:

Group 2026	Note	Warehouse RM	Office & Retail Outlets RM	Total RM
At cost				
At 1 May 2025		8,849,152	98,379,501	107,228,653
Additions		27,781,204	9,625,741	37,406,945
Lease modification		-	1,619,910	1,619,910
Provision for restoration costs	25	-	324,000	324,000
Termination of lease		(9,273,864)	-	(9,273,864)
Derecognition upon expiry of lease		(8,849,151)	(233,198)	(9,082,349)
At 30 June 2026		18,507,341	109,715,954	128,223,295
Accumulated depreciation				
At 1 May 2025		8,801,576	12,217,617	21,019,193
Depreciation charge for the financial period		5,405,906	11,913,727	17,319,633
Termination of lease		(4,636,932)	-	(4,636,932)
Derecognition upon expiry of lease		(8,849,151)	(233,198)	(9,082,349)
At 30 June 2026		721,399	23,898,146	24,619,545
Carrying amount				
At 30 June 2026		17,785,942	85,817,808	103,603,750

Notes to the Financial Statements

12. RIGHT-OF-USE ASSETS (CONTINUED)

Information about leases for which the Group are leases is presented below: (Continued)

Group		Warehouse	Office & Retail Outlets	Total
2025	Note	RM	RM	RM
At cost				
At 1 May 2024		13,016,197	18,542,648	31,558,845
Additions		-	62,974,102	62,974,102
Lease modification		-	20,844,173	20,844,173
Provision for restoration costs	25	-	216,000	216,000
Derecognition upon expiry of lease		(4,167,045)	(4,197,422)	(8,364,467)
At 30 April 2025		8,849,152	98,379,501	107,228,653
Accumulated depreciation				
At 1 May 2024		8,548,182	8,164,961	16,713,143
Depreciation charge for the financial year		4,420,439	8,231,346	12,651,785
Remeasurement on lease modification		-	18,732	18,732
Derecognition upon expiry of lease		(4,167,045)	(4,197,422)	(8,364,467)
At 30 April 2025		8,801,576	12,217,617	21,019,193
Carrying amount				
At 30 April 2025		47,576	86,161,884	86,209,460

The lease for warehouses, office and retail outlets generally have lease term between 2 to 14 years (30.4.2025: 2 to 15 years).

12.1 Variable lease payments

Some leases of retail outlets contain variable lease payments that are based on sales that the Group generates at the outlets. The fixed and variable rental payments for the period/year ended 30 June 2026 and 30 April 2025 were as follows:

	Group	
	30.6.2026	30.4.2025
	RM	RM
Leases with lease payments based on sales		
Fixed payments	2,591,246	2,283,752
Variable payment with minimum fixed payment	39,367	22,569
Variable payment with no minimum fixed payment	1,724,877	1,548,391
Total payments	4,355,490	3,854,712

The estimated annual impact on rent of a 1% increase in sales would not have material impact on the profit or loss of the Group.

Notes to the Financial Statements

12. RIGHT-OF-USE ASSETS (CONTINUED)

12.2 Material accounting policy information

Lessee accounting

The Group present right-of-use assets and lease liabilities as separate lines in the statements of financial position.

Short-term leases and leases of low value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. Accordingly, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

Right-of-use assets

The right-of-use assets are measured at cost less accumulated depreciation and any accumulated impairment losses, and adjust for any remeasurement of the lease liabilities. The right-of-use assets are depreciated using the straight-line method from the commencement date to the earlier of the end of useful life of the right-of-use asset or the end of the lease term.

Lease of warehouse	Over lease term of 4 years
Lease of office and retail outlets	Over lease term of 2 to 14 years

Lease liabilities

The lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the incremental borrowing rate.

13. INTANGIBLE ASSETS

	Group	
	30.6.2026	30.4.2025
	RM	RM
Trademarks		
Cost		
At 1 May 2025/2024	24,232	24,232
Accumulated amortisation		
At 1 May 2025/2024	10,939	8,516
Amortisation charge for the financial period/year	2,827	2,423
At 30 June 2026/30 April 2025	13,766	10,939
Carrying amount		
At 30 June 2026/30 April 2025	10,466	13,293

The amortisation of trademarks of the Group amounting to RM2,827 (30.4.2025: RM2,423) are included in administrative expenses.

Notes to the Financial Statements

13. INTANGIBLE ASSETS

13.1 Material accounting policy information

Intangible assets, other than goodwill and licenses, that are acquired by the Group and the Company, which have finite useful lives, are measured at cost less any accumulated amortisation and any accumulated impairment losses.

14. INVESTMENT IN SUBSIDIARIES

	Company	
	30.6.2026	30.4.2025
	RM	RM
At cost		
Unquoted shares	76,568,680	74,768,680

Details of the subsidiaries are as follows:

Name of company	Principal place of business/ country of incorporation	Ownership interest		Principal activities
		2026	2025	
		%	%	
SSF Sdn. Bhd.	Malaysia	100	100	Purchasing hub of furniture, home décor and home living products and provision of management services
SSF Creative Life Centre Sdn. Bhd.	Malaysia	100	100	Retailer, wholesaler and warehousing of furniture, home décor and home living products
SSF Home Furnishing Sdn. Bhd.	Malaysia	100	100	Retailer of furniture, home décor and home living products
SSF Studio Sdn. Bhd. (formerly known as SSF Delanco Sdn. Bhd.)	Malaysia	100	100	Retailer of furniture, home décor and home living products
SSF Holdings Sdn. Bhd.	Malaysia	100	100	Licensing and trademark management
SSF Home Pte. Ltd.*	Singapore	100	100	Retail sale of furniture

* The financial results of SSF Home Pte. Ltd. Were consolidated based on the management accounts. The Directors are of the opinion that the financial results of the subsidiary were not material to the Group as the subsidiary is currently dormant since the date of incorporation.

Notes to the Financial Statements

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

14.1 Subscription of additional shares in subsidiaries

On 12 September 2025, the Company subscribed 1,800,000 new ordinary shares in SSF Sdn. Bhd. For a cash consideration of RM1,800,000. Consequent to the subscription, SSF Sdn. Bhd. remained a wholly owned subsidiary of the Company.

In prior financial year, the Company subscribed 1,800,000 new ordinary shares in SSF Creative Life Centre Sdn. Bhd. For a cash consideration of RM1,800,000. Consequent to the subscription, SSF Creative Life Centre Sdn. Bhd. remained a wholly owned subsidiary of the Company.

14.2 Incorporation of subsidiary

On 20 October 2024, a new wholly-owned subsidiary, SSF Home Pte Ltd was incorporated in Singapore. The Company subscribed 10,000 ordinary shares in the share capital of SSF Home Pte Ltd at a price of SGD1.00 per share by the way of cash consideration. Consequent to the subscription, SSF Home Pte Ltd became a 100% owned subsidiary of the Company.

14.3 Material accounting policy information

Basis of consolidation

(a) Subsidiaries and business combination

The Group applies the acquisition method to account for business combinations from the acquisition date when the acquired set of activities meets the definition of a business and control is transferred to the Group.

(b) Separate financial statements

In the Company's statement of financial position, investment in subsidiaries is measured at cost less any accumulated impairment losses.

Contributions to subsidiaries are amounts for which the settlement is neither planned nor likely to occur in the foreseeable future is, in substance, considered as part of the Company's investment in the subsidiaries.

15. OTHER INVESTMENTS

		Group 30.6.2026 RM	30.4.2025 RM
	Note		
Financial asset at fair value through profit or loss ("FVTPL")			
- Investment in Limited Partnership	(a)	15,000,000	5,000,000
- Keyman insurance contract	(b)	512,660	494,164
		15,512,660	5,494,164

Notes to the Financial Statements

15. OTHER INVESTMENTS (CONTINUED)

(a) Investment in Limited Partnership

The Group holds unquoted equity investments in a Limited Partnership which is managed by a venture capital management corporation ('fund manager'). The investment has been classified as a financial asset measured at FVTPL.

Movements of the investment in Limited Partnership are as follows:

	30.6.2026 RM	30.4.2025 RM
At 1 May 2025/2024	5,000,000	-
Addition	10,000,000	5,000,000
At 30 June 2026/30 April 2025	15,000,000	5,000,000

(b) Keyman insurance contract

It relates to a life insurance policy insured for a Director of the Company.

Movements of the investment in keyman insurance contract are as follows:

	30.6.2026 RM	30.4.2025 RM
At 1 May 2025/2024	494,164	476,197
Changes in fair value	18,496	17,967
At 30 June 2026/30 April 2025	512,660	494,164

The keyman insurance contract represents the expected cash value from the life insurance policy which has been assigned to a licensed bank as security for banking facilities granted to a subsidiary.

15.1 Material accounting policy information

The Group designated investment in Limited Partnership as FVTPL. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of investment. Net gains or losses are recognised in the profit or loss.

The Group's keyman insurance contract is categorised at FVTPL and are subsequently measured at their fair value. Net gains or losses, including any interest or dividend income, are recognised in the profit or loss.

Notes to the Financial Statements

15. OTHER INVESTMENTS (CONTINUED)

15.2 Fair value

The following table shows the valuation techniques used in the determination of fair value of the other investment within Level 3, as well as the key unobservable inputs used in the valuation models.

Financial asset	Description of valuation technique and input used	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Other investments			
Limited Partnership	The fair value of Limited Partnership is based on the net asset value ("NAV") provided by the fund manager. The NAV is derived from the fund's underlying assets and liabilities of the fund, which are not quoted in an active market	Internal estimates of asset recoverability and assumptions applied by the fund manager	The estimated fair value varies with changes in NAV, which may be adjusted based on the fund manager's assessment of asset performance and recoverability
Keyman insurance contract	The fair value of keyman insurance contract is based on the cash surrender value in accordance with the insurance policy provided by the insurance company	Cash surrender value quoted by the insurance company	The estimated fair value would be higher if the surrender value were high

16. DEFERRED TAX ASSETS/(LIABILITIES)

	Group	
	30.6.2026 RM	30.4.2025 RM
At 1 May 2025/2024	3,347,916	2,637,189
Recognised in profit or loss (Note 9)	130,029	710,727
At 30 June 2026/30 April 2025	3,477,945	3,347,916
Represented by:		
Deferred tax assets	3,699,172	3,555,727
Deferred tax liabilities	(221,227)	(207,811)
	3,477,945	3,347,916

Notes to the Financial Statements

16. DEFERRED TAX ASSETS/(LIABILITIES) (CONTINUED)

The components and movement of deferred tax assets/(liabilities) before offsetting are as follows:

Group	Property, plant and equipment RM	Right-of-use assets RM	Lease liabilities RM	Inventories written down RM	Unabsorbed capital allowances RM	Unutilised tax losses RM	Other deductible temporary differences RM	Total RM
Deferred tax assets/(liabilities)								
30.6.2026								
At 1 May 2025	(1,079,469)	(20,690,271)	20,829,004	787,946	3,651	13,957	3,483,098	3,347,916
Recognised in profit or loss	5,358	(4,174,630)	4,638,850	(530,346)	(3,651)	(13,957)	208,405	130,029
At 30 June 2026	(1,074,111)	(24,864,901)	25,467,854	257,600	-	-	3,691,503	3,477,945
30.4.2025								
At 1 May 2024	(1,078,758)	(3,562,970)	3,515,501	876,239	-	-	2,887,177	2,637,189
Recognised in profit or loss	(711)	(17,127,301)	17,313,503	(88,293)	3,651	13,957	595,921	710,727
At 30 April 2025	(1,079,469)	(20,690,271)	20,829,004	787,946	3,651	13,957	3,483,098	3,347,916

Notes to the Financial Statements

17. INVENTORIES

	Group	
	30.6.2026	30.4.2025
	RM	RM
At cost/net realisable value:		
Merchandise goods	58,970,188	68,022,174

The Group recognised inventories as cost of sale amounted to RM83,187,682 (30.4.2025: RM68,141,891).

The Group has written off damaged inventories no longer saleable amounting to RM946,213 (30.4.2025: RM955,863) which was recognised as an expense in cost of sales.

The cost of inventories of the Group recognised as an expense in cost of sales during the financial period/year in respect of write down of inventories to net realisable value is RM342,043 (30.4.2025: RM1,239,868).

During the financial period/year, the Group reversed the previously inventories written down value of RM3,283,114 (30.4.2025: RM1,607,753).

17.1 Material accounting policy information

Inventories are measured at the lower of cost and net realisable value. Costs incurred in bringing the inventories to their present location and condition are accounted for finished goods. These costs are assigned on a weighted average cost basis.

18. TRADE RECEIVABLES

		Group	
		30.6.2026	30.4.2025
	Note	RM	RM
Trade receivables	(a)	13,977	409,870
Collection in transit	(b)	326,082	377,658
		340,059	787,528

(a) Trade receivables are non-interest bearing and normal credit terms offered by the Group ranging from cash terms to 120 days (30.4.2025: cash terms to 120 days) from the date of invoices. Other credit terms are assessed and approved on a case by case basis.

(b) Collection in transit represents credit card sales in transit from financial institutions.

Notes to the Financial Statements

19. OTHER RECEIVABLES

Note	Group		Company	
	30.6.2026 RM	30.4.2025 RM	30.6.2026 RM	30.4.2025 RM
Non-current:				
Deposits (a)	6,562,872	6,211,852	-	-
Current:				
Other receivables	718,537	493,295	67,461	-
Deposits (a)	1,813,307	2,070,661	1,300	1,300
Prepayments (b)	2,059,918	678,176	22,952	47,703
	4,591,762	3,242,132	91,713	49,003
Total non-current and current	11,154,634	9,453,984	91,713	49,003

(a) Deposits of the Group mainly consist of refundable rental deposits for warehouse and retail outlets. Included in the deposits of the Group refundable tenancy deposits of RM1,194,729 (30.4.2025: RM1,082,153) relating to leased properties from related parties, in which certain Directors of the Company have an interest.

(b) Included in prepayments of the Group are advance payments made to suppliers for purchase of inventories amounted to RM1,312,608 (30.4.2025: RM Nil).

20. SHORT-TERM INVESTMENTS

The short-term investments represent funds that are managed by financial institutions which are invested in highly liquid money market instruments. These short-term investments are readily convertible to cash and have insignificant risk of changes in value.

21. CASH AND SHORT-TERM DEPOSITS

	Group		Company	
	30.6.2026 RM	30.4.2025 RM	30.6.2026 RM	30.4.2025 RM
Cash and bank balances	11,622,620	13,733,251	83,642	644,371
Fixed deposits placed with licensed banks	8,837,471	19,840,999	4,700,000	17,108,701
	20,460,091	33,574,250	4,783,642	17,753,072

Notes to the Financial Statements

21. CASH AND SHORT-TERM DEPOSITS (CONTINUED)

The interest rates of the fixed deposits placed with licensed banks of the Group and the Company are ranging from 1.75% to 3.85% (30.4.2025: 2.26% to 3.85%) per annum and 3.38% to 3.85% (30.4.2025: 2.55% to 3.85%) per annum respectively. The maturity periods of the deposits placed with licensed banks of the Group and the Company are between 30 days to 180 days (30.4.2025: 30 days to 180 days) and 60 days to 180 days (30.4.2025: 30 days to 180 days) respectively.

22. SHARE CAPITAL

	Group and Company			
	Number of ordinary shares		Amounts	
	30.6.2026 Unit	30.4.2025 Unit	30.6.2026 RM	30.4.2025 RM
Issued and fully paid up (no par value):				
At beginning/end of the financial period/year	800,000,000	800,000,000	122,238,850	122,238,850

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All ordinary shares rank equally with regard to the Company's residual assets.

23. RESERVES

	Note	Group	
		30.6.2026 RM	30.4.2025 RM
Reorganisation deficit	(a)	70,035,923	70,035,923
Exchange reserve	(b)	(1,127)	272
		<u>70,034,796</u>	<u>70,036,195</u>

(a) Reorganisation deficit

The reorganisation deficit arose from the difference between the carrying value of the investment and the nominal value of the shares of subsidiaries upon consolidation under the merger accounting principles.

(b) Foreign currency translation reserve

The translation reserve comprises all foreign currency differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency as well as the foreign currency differences arising from monetary items which form part of the Group's net investment in foreign operations, where the monetary item is denominated in either the functional currency of the reporting entity or the foreign operation or another currency.

Notes to the Financial Statements

23. RESERVES (CONTINUED)

23.1 Material accounting policy information

Acquisition of entities under a reorganisation scheme does not result in any changes in economic substance. Accordingly, the consolidated financial statements of the Company are a continuation of the acquired entity and are accounted for as follows:

- (i) The assets and liabilities of the acquired entities are recognised and measured in the consolidated financial statements at the pre-combination carrying amounts, without restatement to the fair value;
- (ii) The retained earnings and other equity balances of acquired entity immediately before the business combination are those of the Group; and
- (iii) The equity structure, however, reflects the equity structure of the Company will be accounted for in other reserves.

24. LEASE LIABILITIES

	Group	
	30.6.2026	30.4.2025
	RM	RM
Non-current		
Lease liabilities	92,629,272	78,433,958
Current		
Lease liabilities	13,486,785	8,353,560
	<u>106,116,057</u>	<u>86,787,518</u>

The lease liabilities bear interest at rates ranging from 3.75% to 4.25% (30.4.2025: 3.20% to 4.25%) per annum.

Future minimum lease payments together with the present value of net minimum lease payments are as follows:

	Group	
	30.6.2026	30.4.2025
	RM	RM
Minimum lease payments:		
- not later than 1 year	17,415,378	11,673,039
- later than 1 year but not later than 5 years	59,438,117	40,195,345
- more than 5 years	50,167,700	56,493,594
	<u>127,021,195</u>	<u>108,361,978</u>
Less: Future finance charges	(20,905,138)	(21,574,460)
Present value of minimum lease payments	<u>106,116,057</u>	<u>86,787,518</u>

Notes to the Financial Statements

24. LEASE LIABILITIES (CONTINUED)

Future minimum lease payments together with the present value of net minimum lease payments are as follows: (Continued)

	Group	
	30.6.2026	30.4.2025
	RM	RM
Present value of minimum lease payments:		
- not later than 1 year	13,486,785	8,353,560
- later than 1 year but not later than 5 years	48,888,670	30,123,582
- more than 5 years	43,740,602	48,310,376
	<u>106,116,057</u>	<u>86,787,518</u>
Less: Amount due within 12 months	(13,486,785)	(8,353,560)
Amount due after 12 months	<u>92,629,272</u>	<u>78,433,958</u>

25. PROVISION FOR RESTORATION COSTS

		Group	
	Note	30.6.2026	30.4.2025
		RM	RM
At 1 May 2025/2024		2,113,896	1,707,800
Recognised in right-of-use assets	12	324,000	216,000
Recognised in profit or loss		210,200	229,396
Reversal in profit or loss		(67,899)	-
Utilisation		(228,097)	(39,300)
At 30 June 2026/30 April 2025		<u>2,352,100</u>	<u>2,113,896</u>
Represented by:			
Current liabilities		334,500	374,996
Non-current liabilities		2,017,600	1,738,900
		<u>2,352,100</u>	<u>2,113,896</u>

25.1 Material accounting policy information

The Group recognised a provision for restoration costs in respect of the obligation to restore leased retail outlets and warehouses to their original state upon the expiry of the tenancy agreements. The provision attributable to the right-of-use assets is capitalised and included in their carrying amount.

The provision is reversed when it is no longer probable that a future outflow of economic benefits will be required to settle the obligation. Upon the expiry of tenancy agreements, the provision is utilised as and when the restoration work is completed. The provision is measured at the present value of the restoration cost and is expected to be paid upon termination of the lease agreement. The unwinding of the discount is recognised as finance cost, if material.

Notes to the Financial Statements

26. TRADE PAYABLES

Trade payables are non-interest bearing and are normally settled ranging from 30 to 120 days (30.4.2025: 30 to 120 days).

27. OTHER PAYABLES

	Group		Company	
	30.6.2026	30.4.2025	30.6.2026	30.4.2025
	RM	RM	RM	RM
Other payables	953,637	795,986	40,795	10,552
Accruals	1,833,845	2,275,978	81,297	61,887
	<u>2,787,482</u>	<u>3,071,964</u>	<u>122,092</u>	<u>72,439</u>

28. AMOUNT DUE TO A SUBSIDIARY

The amount due to a subsidiary is non-trade in nature, unsecured, interest free and is repayable on demand.

29. CONTRACT LIABILITIES

		Group	
	Note	30.6.2026	30.4.2025
		RM	RM
Unredeemed cash voucher	(a)	175,960	202,150
Deferred annual membership subscription fee	(b)	1,668,783	1,122,306
Deferred revenue sales	(c)	757,207	-
		<u>2,601,950</u>	<u>1,324,456</u>

(a) This relates to unredeemed cash voucher sales sold by the retail outlets, in which revenue is only recognised when redemption of voucher is made by customer.

(b) The annual membership fees are received from the customers for 12-month period membership tenure, in which revenue is recognised over time over the period of membership on a straight-line basis.

(c) The amount will be recognised as revenue when the goods are delivered to the customers.

The movements of contract liabilities are as follows:

Unredeemed cash voucher

	Group	
	30.6.2026	30.4.2025
	RM	RM
At 1 May 2025/2024	202,150	171,050
Vouchers sold during the financial period/year	372,210	101,100
Redemption of vouchers during the financial period/year	(398,400)	(70,000)
At 30 June 2026/30 April 2025	<u>175,960</u>	<u>202,150</u>

Notes to the Financial Statements

29. CONTRACT LIABILITIES (CONTINUED)

The movements of contract liabilities are as follows: (Continued)

Deferred annual membership subscriptions fee

	Group	
	30.6.2026	30.4.2025
	RM	RM
At 1 May 2025/2024	1,122,306	1,898,170
Billed during the financial period/year	3,596,420	1,976,962
Recognised as revenue during the financial period/year	(3,049,943)	(2,752,826)
At 30 June 2026/30 April 2025	<u>1,668,783</u>	<u>1,122,306</u>

Deferred revenue sales

	Group
	30.6.2026
	RM
At 1 May 2025	-
Billed during the financial period	757,207
At 30 June 2026	<u>757,207</u>

30. DIVIDENDS

	Group and Company	
	30.6.2026	30.4.2025
	RM	RM
Recognised during the financial period/year:		
Dividends on ordinary shares:		
Single tier interim dividend for the financial period ended		
30 June 2026: RM0.005 per ordinary share	4,000,000	-
Single tier interim dividend for the financial year ended		
30 April 2025: RM0.005 per ordinary share	-	4,000,000
	<u>4,000,000</u>	<u>4,000,000</u>

On 21 August 2026, the directors declared a first interim single tier dividend of 0.5 sen per ordinary share amounting to RM4,000,000 in respect of the financial period ending 30 June 2027, which was paid on 30 September 2026.

This single dividend in respect of the financial period ending 30 June 2027 will be accounted for as equity as an appropriation of retained earnings in the financial year ending 30 June 2027.

31. OPERATING SEGMENTS

The Group's revenue is principally generated from the retail of home furnishing products. The Group's principal market is Malaysia as all of its revenue are generated locally.

Notes to the Financial Statements

32. RELATED PARTIES

(a) Identity of related parties

Parties are considered to be related to the Group and the Company if the Group and the Company have the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operational decisions, or vice versa, or where the Group and the Company and the party are subject to common control. Related parties may be individuals or other entities.

Related parties of the Group and the Company include:

- (i) Subsidiaries;
- (ii) Entities in which directors have substantial financial interests; and
- (iii) Key management personnel of the Group and the Company, comprise persons (including directors) having the authority and responsibility for planning, directing and controlling the activities directly or indirectly.

(b) Significant related party transactions

Significant related party transactions other than disclosed elsewhere in the financial statements are as follows:

	Group		Company	
	30.6.2026	30.4.2025	30.6.2026	30.4.2025
	RM	RM	RM	RM
Transaction with an entity in which directors have substantial financial interests				
Lease payment (including interest)	(5,958,025)	(2,269,772)	-	-
Transactions with subsidiaries:				
Dividend income	-	-	3,000,000	4,000,000
Interest income from loan to a subsidiary	-	-	-	54,500
Management fee	-	-	(196,000)	(156,000)

Outstanding balances with related company at the end of the reporting period are as disclosed in Note 28.

(c) Compensation of key management personnel

	Group		Company	
	30.6.2026	30.4.2025	30.6.2026	30.4.2025
	RM	RM	RM	RM
Key management personnel				
Salaries, allowance, incentive, bonus and others	1,328,062	1,230,224	-	-
Defined contribution plans	154,857	142,506	-	-
Other emoluments	8,123	7,771	-	-
Benefits-in-kind	7,700	6,600	-	-
	1,498,742	1,387,101	-	-

Notes to the Financial Statements

32. RELATED PARTIES (CONTINUED)

(c) Compensation of key management personnel (Continued)

	Group		Company	
	30.6.2026	30.4.2025	30.6.2026	30.4.2025
	RM	RM	RM	RM
Director of the Company				
Executive directors				
Salaries, allowance, incentive, bonus and others	2,941,190	2,553,157	-	-
Defined contribution plans	222,452	217,020	-	-
Other emoluments	4,633	4,167	-	-
Benefits-in-kind	30,013	32,733	-	-
	3,198,288	2,807,077	-	-
Non-executive directors				
Fees	294,000	282,000	294,000	282,000
Salaries, allowance, incentive, bonus and others	5,600	10,000	5,600	10,000
	299,600	292,000	299,600	292,000
Director of the subsidiary				
Salaries, allowance, incentive, bonus and others	231,997	123,599	-	-
Defined contribution plans	9,224	4,916	-	-
Other emoluments	1,042	521	-	-
Benefits-in-kind	11,550	5,775	-	-
	253,813	134,811	-	-
Total	3,751,701	3,233,888	299,600	292,000

33. FINANCIAL INSTRUMENTS

(a) Categories of financial instruments

The following table analyses the financial instruments in the statements of financial position by the classes of financial instruments to which they are assigned:

- (i) Amortised cost
- (ii) Fair value through profit or loss ("FVPL")

	Carrying amount RM	Amortised costs RM	FVPL RM
At 30 June 2026			
Financial assets			
Group			
Trade receivables	340,059	340,059	-
Other receivables*	9,094,716	9,094,716	-
Short-term investments	57,182,887	-	57,182,887
Cash and short-term deposits	20,460,091	20,460,091	-
Investment in Limited Partnership	15,000,000	-	15,000,000
Keyman insurance contract	512,660	-	512,660
	102,590,413	29,894,866	72,695,547

Notes to the Financial Statements

33. FINANCIAL INSTRUMENTS (CONTINUED)

(a) Categories of financial instruments (Continued)

	Carrying amount RM	Amortised costs RM	FVPL RM
At 30 June 2026			
Financial assets (continued)			
Company			
Other receivables*	68,761	68,761	-
Short-term investments	42,161,627	-	42,161,627
Cash and short-term deposits	4,783,642	4,783,642	-
	<u>47,014,030</u>	<u>4,852,403</u>	<u>42,161,627</u>
Financial liabilities			
Group			
Trade payables	1,174,262	1,174,262	-
Other payables	2,787,482	2,787,482	-
	<u>3,961,744</u>	<u>3,961,744</u>	<u>-</u>
Company			
Other payables	122,092	122,092	-
Amount due to a subsidiary	14,000	14,000	-
	<u>136,092</u>	<u>136,092</u>	<u>-</u>
At 30 April 2025			
Financial assets			
Group			
Trade receivables	787,528	787,528	-
Other receivables*	8,775,808	8,775,808	-
Short-term investments	38,734,496	-	38,734,496
Cash and short-term deposits	33,574,250	33,574,250	-
Investment in Limited Partnership	5,000,000	-	5,000,000
Keyman insurance contract	494,164	-	494,164
	<u>87,366,246</u>	<u>43,137,586</u>	<u>44,228,660</u>

Notes to the Financial Statements

33. FINANCIAL INSTRUMENTS (CONTINUED)

(a) Categories of financial instruments (Continued)

	Carrying amount RM	Amortised costs RM	FVPL RM
At 30 April 2025			
Financial assets (continued)			
Company			
Other receivables*	1,300	1,300	-
Short-term investments	31,364,146	-	31,364,146
Cash and short-term deposits	17,753,072	17,753,072	-
	<u>49,118,518</u>	<u>17,754,372</u>	<u>31,364,146</u>
Financial liabilities			
Group			
Trade payables	5,011,386	5,011,386	-
Other payables	3,071,964	3,071,964	-
	<u>8,083,350</u>	<u>8,083,350</u>	<u>-</u>
Company			
Other payables	72,439	72,439	-
Amount due to a subsidiary	13,000	13,000	-
	<u>85,439</u>	<u>85,439</u>	<u>-</u>

* Excluded prepayments and advances to suppliers

33.1 Material accounting policy information

Financial assets - subsequent measurement and gains and losses

Financial assets at fair value through profit or loss

The Group and the Company subsequently measure these assets at fair value. Net gains and losses, including any interest and dividend income, are recognised in profit or loss.

Debt instruments at amortised cost

The Group and the Company subsequently measure these assets at amortised cost under the effective interest method. The gross carrying amount is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Notes to the Financial Statements

33. FINANCIAL INSTRUMENTS (CONTINUED)

(a) Categories of financial instruments (Continued)

33.1 Material accounting policy information (Continued)

Financial liabilities – subsequent measurement and gains and losses

The Group and the Company classify the financial liabilities at amortised cost under the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

(b) Financial risk management

The Group's and the Company's activities are exposed to a variety of financial risks arising from their operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk, foreign currency risk and interest rate. The Group's and the Company's overall financial risk management objective is to optimise value for their shareholders.

The Board of Directors reviews and agrees to policies and procedures for the management of these risks, which are executed by the management. The audit committee provides independent oversight to the effectiveness of the risk management process.

(i) Credit risk

Credit risk is the risk of financial loss if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's and the Company's exposure to credit risk arises principally from its receivables (which consist of trade receivables, other receivables and deposits). There are no significant changes as compared to prior periods. For other financial assets (including cash and cash equivalents), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

The Group and the Company consider a financial asset to be in default when:

- the counterparty is unable to pay its credit obligations to the Group and the Company in full, without taking into account any credit enhancements held by the Group and the Company; or
- the contractual payment of the financial asset is more than 120 days past due unless the Group and the Company have reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

At the end of the reporting period, the Group and the Company assess whether financial assets carried at amortised cost are credit-impaired. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Those events evidence that a financial asset is credit-impaired include observable data about the following events:

- significant financial difficulty of the counterparty;
- a breach of contract, including a default event;
- a concession or restructuring of loans granted by the lender of the counterparty relating to the counterparty's financial difficulty; or
- it is probable that the counterparty will enter bankruptcy or other financial reorganisation.

Notes to the Financial Statements

33. FINANCIAL INSTRUMENTS (CONTINUED)

(b) Financial risk management (Continued)

(i) Credit risk (Continued)

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group and the Company determine that the debtor does not have assets or source of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's and the Company's procedure for recovery of amounts due.

Trade receivables

As at the end of the reporting period, the maximum exposure to credit risk arising from trade receivables and contract assets is represented by the carrying amounts in the statements of financial position.

The carrying amount of trade receivables are not secured by any collateral or supported by any other credit enhancements. In determining the recoverability of these receivables, the Group considers any change in the credit quality of the receivables from the date the credit was initially granted up to the reporting date. The Group has adopted a policy of dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults.

Credit risk concentration profile

The Group determines concentrations of credit risk by monitoring the ageing profile of its trade receivables on an on-going basis. The Group's trade receivables credit risk is concentrated in Malaysia.

The Group applies the simplified approach to providing for impairment losses prescribed by MFRS 9, which permits the use of the lifetime expected credit loss provision for all trade receivables. To measure the impairment losses, trade receivables have been grouped based on shared credit risk characteristics and days past due. The impairment losses also incorporate forward looking information.

The information about the credit risk exposure on the Company's trade receivables are as follows:

	Current RM	>120 days past due RM	Total RM
Group			
At 30 June 2026			
Gross carrying amount	340,059	-	340,059
Impairment losses	-	-	-
	<u>340,059</u>	<u>-</u>	<u>340,059</u>
At 30 April 2025			
Gross carrying amount	387,255	400,273	787,528
Impairment losses	-	-	-
	<u>387,255</u>	<u>400,273</u>	<u>787,528</u>

Notes to the Financial Statements

33. FINANCIAL INSTRUMENTS (CONTINUED)

(b) Financial risk management (Continued)

(i) Credit risk (Continued)

Other receivables and other financial assets

For other receivables and other financial assets (including cash and short-term deposits), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

At the reporting date, the Group's and the Company's maximum exposure to credit risk arising from other receivables and other financial assets is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

The Group and the Company consider the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk the Group and the Company compare the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable and supportive forward-looking information.

As at the end of the reporting date, the Group and the Company consider these financial assets to have low credit risk and any loss allowance would be negligible. The Group and the Company did not recognise any loss allowance for impairment for other receivables and other financial assets.

(ii) Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations when they fall due. The Group's and the Company's exposure to liquidity risk arise primarily from mismatches of the maturities between financial assets and liabilities. The Group's and the Company's exposure to liquidity risk arise principally from trade and other payables.

The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by facilities. The Group and the Company maintain sufficient liquidity and available funds to meet daily cash needs, while maintaining controls and security over cash movements. The Group and the Company use a series of processes to obtain maximum benefits from its flow of funds, such that they are efficiently managed to maximise income from investment and minimise cost on borrowed funds. The Group and the Company also ensure that there are sufficient unutilised stand-by facilities, funding and liquid assets available to meet both short-term and long-term funding requirements.

Notes to the Financial Statements

33. FINANCIAL INSTRUMENTS (CONTINUED)

(b) Financial risk management (Continued)

(ii) Liquidity risk (Continued)

Maturity analysis

The maturity analysis of the Group's and the Company's financial liabilities by its relevant maturity at the reporting date based on contractual undiscounted repayment obligations are as follows:

Group	Carrying amount RM	Contractual cash flows RM	On demand or within 1 year RM	Between 1 and 5 years RM	More than 5 years RM
30.6.2026					
Financial liabilities					
Trade payables	1,174,262	1,174,262	1,174,262	-	-
Other payables	2,787,482	2,787,482	2,787,482	-	-
Lease liabilities	106,116,057	127,021,195	17,415,378	59,438,117	50,167,700
	110,077,801	130,982,939	21,377,122	59,438,117	50,167,700
30.4.2025					
Financial liabilities					
Trade payables	5,011,386	5,011,386	5,011,386	-	-
Other payables	3,071,964	3,071,964	3,071,964	-	-
Lease liabilities	86,787,518	108,361,978	11,673,039	40,195,345	56,493,594
	94,870,868	116,445,328	19,756,389	40,195,345	56,493,594

Notes to the Financial Statements

33. FINANCIAL INSTRUMENTS (CONTINUED)

(b) Financial risk management (Continued)

(ii) Liquidity risk (Continued)

Maturity analysis (Continued)

The maturity analysis of the Group's and the Company's financial liabilities by its relevant maturity at the reporting date based on contractual undiscounted repayment obligations are as follows: (Continued)

	Carrying amount RM	Contractual cash flows RM	On demand or within 1 year RM
Company			
30.6.2026			
Financial liabilities			
Other payables	122,092	122,092	122,092
Amount due to a subsidiary	14,000	14,000	14,000
	<u>136,092</u>	<u>136,092</u>	<u>136,092</u>
30.4.2025			
Financial liabilities			
Other payables	72,439	72,439	72,439
Amount due to a subsidiary	13,000	13,000	13,000
	<u>85,439</u>	<u>85,439</u>	<u>85,439</u>

(iii) Foreign currency risk

Foreign currency risk is the risk of fluctuation in fair value or future cash flows of a financial instrument as a result of changes in foreign exchange rates. The Group's exposure to the risk of changes in foreign exchange rates relates primarily to the Group's operating activities (when purchases transactions and balances that are denominated in a foreign currency) and the Group's net investments in foreign subsidiaries.

Exposure to foreign currency risk

The Group's principal foreign currency exposure relates mainly to United States Dollar ("USD").

Sensitivity analysis for foreign currency risk

The directors believe that the impact of foreign currency fluctuation will not significantly affect the profitability of the Group. As such, sensitivity analysis is not presented.

Notes to the Financial Statements

33. FINANCIAL INSTRUMENTS (CONTINUED)

(b) Financial risk management (Continued)

(iv) Interest rate risk

Interest rate risk is the risk of fluctuation in fair value or future cash flows of the Group's and the Company's financial instruments as a result of changes in market interest rates. The Group's and the Company's exposure to interest rate risk arises primarily from their interest-bearing financial assets and liabilities. The Group and the Company's policy is to obtain the most favourable interest rates available. Any surplus funds of the Group and of the Company will be placed with licensed financial institutions to generate interest income.

Exposure in interest rate risk

The interest rate profile of the Group's significant interest-bearing financial asset, based on carrying amounts as at the end of the reporting period/year was:

	Group		Company	
	30.6.2026	30.4.2025	30.6.2026	30.4.2025
	RM	RM	RM	RM
Floating rate instruments:				
Financial asset				
Short-term investments	57,182,887	38,734,496	42,161,627	31,364,146

The Group and the Company are exposed to interest rate risk through the impact of rate changes in short-term investments.

Sensitivity analysis for interest rate risk

The following table demonstrates the sensitivity to a reasonably possible change in interest rates, with all other variables held constant on the Group's and the Company's total equity and profit for the financial period/year.

	Changes in basis points	Effect on profit for the period/year RM	Effect on equity RM
Group			
30 June 2026	+100	434,590	501,755
	-100	(434,590)	(501,755)
30 April 2025	+100	294,382	445,174
	-100	(294,382)	(445,174)

Notes to the Financial Statements

33. FINANCIAL INSTRUMENTS (CONTINUED)

(b) Financial risk management (Continued)

(iv) Interest rate risk (Continued)

Sensitivity analysis for interest rate risk (Continued)

	Changes in basis points	Effect on profit for the period/year RM	Effect on equity RM
Company			
30 June 2026	+100	320,428	356,148
	-100	(320,428)	(356,148)
30 April 2025	+100	238,368	368,394
	-100	(238,368)	(368,394)

(c) Fair value measurement

The methods and assumptions used to determine the fair value of the following classes of financial assets and liabilities are as follows:

(i) Cash and short-term deposits, trade and other receivables and payables

The carrying amounts of cash and short-term deposits, trade and other receivables and payables are reasonable approximation of fair values due to short term nature of these financial instruments.

34. CAPITAL MANAGEMENT

The Group's and the Company's objective when managing capital is to maintain a strong capital base and safeguard the Group's and the Company's ability to continue as going concern. The Group and the Company monitor and maintain an optimal debt-to-equity ratio that complies with debt covenants and regulatory requirements.

The Group and the Company practice prudent risk management by maintaining sufficient cash balances and the availability of funding through use of standby credit facilities.

Notes to the Financial Statements

34. CAPITAL MANAGEMENT (CONTINUED)

The Group and the Company monitor capital using net debt-to-equity ratio which is the net debt/(cash) divided by total equity. Net debt/(cash) includes lease liabilities, less cash and cash equivalents.

	Group		Company	
	30.6.2026	30.4.2025	30.6.2026	30.4.2025
	RM	RM	RM	RM
Lease liabilities	106,116,057	86,787,518	-	-
Less:				
Short term investments	(57,182,887)	(38,734,496)	(42,161,627)	(31,364,146)
Cash and short-term deposits	(20,460,091)	(33,574,250)	(4,783,642)	(17,753,072)
Net debt/(cash)	28,473,079	14,478,772	(46,945,269)	(49,117,218)
Total equity	172,641,648	166,088,924	123,452,253	123,778,882
Debt-to-equity ratio	0.16	0.09	*	*

* Net cash position, thus the debt-to-equity ratio is not presented.

The Group and the Company are not subject to any externally imposed capital requirements.

There were no changes in the Group's and the Company's approach to capital management during the financial period/year.

35. COMMITMENTS

The Group leases various retail outlets under non-cancellable arrangements. The future lease payments for the remaining lease terms are not recognised in the Group's statement of financial position as these payments relate to rental agreements in which the lessor retains substantive substitution rights.

	Group	
	30.6.2026	30.4.2025
	RM	RM
Financial commitments:		
Within 1 year	2,682,115	2,608,409
Between 1 year and 2 years	2,524,218	1,898,101
Between 2 years and 5 years	3,245,408	4,006,139
More than 5 years	928,228	1,865,052
	9,379,969	10,377,701

Notes to the Financial Statements

35. COMMITMENTS (CONTINUED)

The Group has committed to the following as at reporting date:

	Group	
	30.6.2026	30.4.2025
	RM	RM
Capital commitments:		
Authorised and contracted for:		
Plant and equipment		
- Enterprise Resource Planning ("ERP") system	306,912	446,514
- Enhancement of mobile application and e-commerce website	238,500	238,500
- Renovation	261,518	146,407
	<u>806,930</u>	<u>831,421</u>

36. COMPARATIVE FIGURES

- (a) The comparative figures of the preceding financial year covered a period of 12 months from 1 May 2024 to 30 April 2025 whilst the figures of the current financial period's financial statements covered a period of 14 months from 1 May 2025 to 30 June 2026. Accordingly, the statements of comprehensive income, statements of cash flows and their related notes are not in respect of a comparable period.
- (b) The comparative figures have been audited by a firm of Chartered Accountants other than Messrs Baker Tilly Monteiro Heng PLT.
- (c) During the financial year, the Group has reassessed the classification of cash and cash equivalents. The comparative figures have been reclassified as conform with the current year's presentation as follows:

	As previously reported RM	Reclassification RM	As reclassified RM
2025			
Statements of cash flows			
Group			
Net cash from operating activities	23,604,768	(23,762)	23,581,006
Net cash used in investing activities	(6,364,344)	(33,780,085)	(40,144,429)
Net decrease in cash and cash equivalents	<u>290,575</u>	<u>(33,803,847)</u>	<u>(33,513,272)</u>
Cash and cash equivalents at the beginning of the financial year	<u>72,018,091</u>	<u>(24,270,155)</u>	<u>47,747,936</u>
Cash and cash equivalents at the end of the financial year	<u>72,308,746</u>	<u>(58,074,002)</u>	<u>14,234,744</u>
Company			
Net cash used in investing activities	8,064,955	(32,182,890)	(24,117,935)
Net decrease in cash and cash equivalents	<u>3,806,565</u>	<u>(32,182,890)</u>	<u>(28,376,325)</u>
Cash and cash equivalents at the beginning of the financial year	<u>45,310,653</u>	<u>(16,289,957)</u>	<u>29,020,696</u>
Cash and cash equivalents at the end of the financial year	<u>49,117,218</u>	<u>(48,472,847)</u>	<u>644,371</u>

Statement by Directors

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

We, **WONG CHOONG LOONG** and **LOK KOK KHONG**, being two of the directors of SSF HOME GROUP BERHAD, do hereby state that in the opinion of the directors, the accompanying financial statements set out on pages 86 to 136 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 30 June 2026 and of their financial performance and cash flows of the Group and of the Company for the financial period then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the directors:

.....
WONG CHOONG LOONG
Director

.....
LOK KOK KHONG
Director

Date: 15 October 2026

Statutory Declaration

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

I, **YONG SHIEW SUN**, being the officer primarily responsible for the financial management of SSF HOME GROUP BERHAD, do solemnly and sincerely declare that to the best of my knowledge and belief, the accompanying financial statements set out on pages 86 to 136 are correct, and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.

.....
YONG SHIEW SUN
(MIA Membership No: 16710)

Subscribed and solemnly declared by the abovenamed at Petaling Jaya in the State of Selangor Darul Ehsan on 15 October 2026.

Before me,

ZULKIFLY B.MAHMUD (B384)
Commissioner for Oaths

Independent Auditors' Report to the Members of

SSF HOME GROUP BERHAD Registration No.: 201501016707 (1142041-X)

(Incorporated in Malaysia)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of SSF Home Group Berhad, which comprise the statements of financial position as at 30 June 2026 of the Group and of the Company, and the statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial period then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 86 to 136.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 30 June 2026, and of their financial performance and their cash flows for the financial period then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

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

Independence and Other Ethical Responsibilities

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

Independent Auditors' Report to the Members of

SSF HOME GROUP BERHAD Registration No.: 201501016707 (1142041-X)

(Incorporated in Malaysia)

Key Audit Matters

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

Group

Inventories (Note 3 and 17 to the financial statements)

Risk:

As at 30 June 2026, the Group's inventories amounted to RM59 million. The Group's inventories are measured at the lower of cost and net realisable value. Judgement is required in estimating their net realisable value.

Our audit response:

Our audit procedures included, among others:

- attending year end physical inventory count to observe physical existence and condition of the identified inventories and obtaining an understanding of the design and the implementation of controls during the count;
- checking subsequent sales and reviewing the directors' assessment on estimated net realisable values on selected inventories; and
- discussing with the directors whether the identified inventories have been written down to their net realisable values for inventory items with net realisable values lower than their costs.

Information Other than the Financial Statements and Auditors' Report Thereon

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

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

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

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

Responsibilities of the Directors for the Financial Statements

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

Independent Auditors' Report to the Members of

SSF HOME GROUP BERHAD Registration No.: 201501016707 (1142041-X)

(Incorporated in Malaysia)

Responsibilities of the Directors for the Financial Statements (Continued)

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

- identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

Independent Auditors' Report to the Members of

SSF HOME GROUP BERHAD Registration No.: 201501016707 (1142041-X)

(Incorporated in Malaysia)

Auditors' Responsibilities for the Audit of the Financial Statements (Continued)

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

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

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

Other Matters

1. The financial statements of the Company for the financial year ended 30 April 2025 were audited by another firm of chartered accountants whose report dated 21 August 2025 expressed an unmodified opinion on those financial statements.
2. This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the contents of this report.

Baker Tilly Monteiro Heng PLT
201906000600 (LLP0019411-LCA) & AF 0117
Chartered Accountants

Andrew Choong Tuck Kuan
No. 03264/04/2027 J
Chartered Accountant

Kuala Lumpur

Date: 15 October 2026



OTHERS

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Disclosure of Financial Data for Shariah Screening

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

(a) **Group Total Income and Total Assets**

		Group	
		2026 (RM)	2025 (RM)
Total Income	Remarks		
Revenue		193,283,890	152,505,298
Finance income		2,472,485	2,289,387
Other income		1,432,905	576,815
Total		197,189,280	155,371,500
Total Assets		289,035,512	265,574,623

(b) **Business Activities**

		Group	
		2026 (RM)	2025 (RM)
Shariah Non-Compliant Activities	Remarks		
Dividend income received from conventional instruments		958,333	166,667
Interest income		377,946	375,743
Other Shariah non-compliant activities	Investment income from short-term funds	771,320	539,363
Other Shariah non-compliant activities	Fair value gain on short-term funds	105,639	23,762
Other Shariah non-compliant activities	Insurance compensation	43,134	157,818
Total		2,256,372	1,263,353

Disclosure of Financial Data for Shariah Screening

(c) Component of Financial Position

(i) Cash Component

		Group	
		2026 (RM)	2025 (RM)
Islamic Account/Instruments	Remarks		
Cash at bank (exclude cash in hand)		292,027	425,737
Cash in hand		247,825	269,326
Deposits with licensed bank		4,700,000	17,108,701
Short-term funds		19,658,633	21,788,850
Total		24,898,485	39,592,614
Conventional Account/ Instruments			
Cash at bank (exclude cash in hand)		11,082,768	13,038,188
Deposits with licensed bank		4,137,471	2,732,298
Short-term funds		37,524,254	16,945,646
Total		52,744,493	32,716,132

(ii) Debt Component

		Group	
		2026 (RM)	2025 (RM)
Islamic Financing	Remarks		
Current		-	-
Non-Current		-	-
Total		-	-

		Group	
		2026 (RM)	2025 (RM)
Conventional Borrowing	Remarks		
Current		-	-
Non-Current		-	-
Total		-	-

List of Property

as at 30 June 2026

No.	Title Details/ Property Address	Description and Existing Use	Date of Acquisition/ Revaluation	Tenure	Approximate Age of Building	Approximate Area	Net Book Value as at 30 June 2026 RM'000
1.	PM 465/M1/9/181 Lot 58129 Bandar Kepong Gombak, Selangor/ VS-08-05, Pangsapuri Vista Saujana Jalan Wangsa 2/6 Wangsa Permai 52200 Kuala Lumpur	Description: Residential Existing use: Vacant	5 January 1998	Leasehold expiring on 28 June 2100	26	955 square feet	79

Analysis of Shareholdings

as at 1 October 2026

Class of equity securities	: Ordinary Shares ("Shares")
Total number of issued Shares	: 800,000,000 Shares
Voting rights	: One (1) vote for every Share held

DISTRIBUTION SCHEDULE OF SHAREHOLDERS

Size of Holdings	No. of Holders	%	No. of Shares	%
Less than 100	4	0.59	100	0.00
100 - 1,000	262	38.47	76,600	0.01
1,001 - 10,000	194	28.49	1,075,600	0.13
10,001 - 100,000	115	16.88	4,769,600	0.60
100,001 - less than 5% of issued Shares	102	14.98	308,461,700	38.56
5% and above of issued Shares	4	0.59	485,616,400	60.70
Total	681	100.00	800,000,000	100.00

DIRECTORS' SHAREHOLDINGS

(As per the Register of Directors' Shareholdings)

Name of Directors	Direct Interest		Indirect Interest	
	No. of Shares	%	No. of Shares	%
Datuk Seri Dr. Haji Abdul Fattah Bin Haji Abdullah	-	-	-	-
Er Kian Hong	-	-	-	-
Wong Choong Loong	392,550,000	49.07	-	-
Lok Kok Khong	75,828,900	9.48	-	-
Chin See Kew	47,520,002	5.94	-	-
Kong Sau Kian	300,000	0.04	-	-
Lim Su May	-	-	-	-

SUBSTANTIAL SHAREHOLDERS' SHAREHOLDINGS

(As per the Register of Substantial Shareholders)

Name of Substantial Shareholders	Direct Interest		Indirect Interest	
	No. of Shares	%	No. of Shares	%
Wong Choong Loong	392,550,000	49.07	-	-
Lok Kok Khong	75,828,900	9.48	-	-
Low Kok Yew	52,042,600	6.51	-	-
Chin See Kew	47,520,002	5.94	-	-
Wong Choong Lian	45,546,398	5.69	400,000*	0.05

Notes:-

*Deemed interested by virtue of his spouse's direct shareholdings in the Company pursuant to Section 59(11)(c) of the Companies Act 2016

Analysis of Shareholdings

as at 1 October 2026

30 LARGEST SECURITIES ACCOUNT HOLDERS AS PER RECORD OF DEPOSITORS

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

No	Name	No. of Shares held	%
1	Wong Choong Loong	352,550,000	44.07
2	Chin See Kew	47,520,002	5.94
3	AllianceGroup Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Wong Choong Loong (7017617)</i>	40,000,000	5.00
4	Wong Choong Lian	34,079,998	4.26
5	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Low Kok Yew (MY3041)</i>	33,392,600	4.17
6	Amsec Nominees (Tempatan) Sdn. Bhd. <i>Ambank (M) Berhad</i>	33,315,400	4.16
7	AllianceGroup Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Sam Yin Thing (7005713)</i>	25,914,000	3.24
8	Lok Kok Khong	25,000,000	3.13
9	HLB Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Lok Kok Khong</i>	15,000,000	1.88
10	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Lok Kok Khong (MF00713)</i>	14,991,900	1.87
11	AllianceGroup Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Lok Kok Khong (7015464)</i>	14,736,600	1.84
12	Kenanga Investment Bank Berhad <i>IVT Naga 8</i>	14,731,000	1.84
13	AllianceGroup Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Low Kok Yew (7017658)</i>	13,550,000	1.69
14	Wong Choong Lian	11,466,400	1.43
15	Chiu Pak Dick	8,000,000	1.00
16	Cimsec Nominees (Tempatan) Sdn. Bhd. <i>CIMB For Tan Yew Hock (PB)</i>	7,934,800	0.99
17	Kenanga Nominees (Tempatan) Sdn. Bhd. <i>Exempt an for Octowill Trustees Berhad</i>	7,000,000	0.88
18	Ong Sia Peng	6,782,900	0.85
19	Koda Capital Sdn. Bhd.	6,616,200	0.83
20	RHB Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Low Kok Yew</i>	5,100,000	0.64
21	Maybank Nominees (Tempatan) Sdn. Bhd. <i>Lee Teik Keong</i>	5,060,000	0.63
22	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Low Chee Yeap (MF00655)</i>	4,594,600	0.57
23	Maybank Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Lok Kok Khong</i>	4,201,900	0.53
24	Chan Chui Ping	4,000,000	0.50
25	Chiu Shu Fan	4,000,000	0.50
26	Chua Geok Siew	4,000,000	0.50
27	Kam Wai Ip	4,000,000	0.50
28	Tan Huay Hui	4,000,000	0.50
29	Maybank Nominees (Tempatan) Sdn. Bhd. <i>Maybank Private Wealth Management for Ng Kwang Hua (PW-M01302) (426913)</i>	2,806,600	0.35
30	Alliancegroup Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Fong Wern Sheng (7000981)</i>	2,439,000	0.30

Notice of Fourth Annual General Meeting

NOTICE IS HEREBY GIVEN that the Fourth Annual General Meeting (“4th AGM” or “Meeting”) of SSF HOME GROUP BERHAD (“SSF” or “the Company”) will be held at Meeting Room, SSF Home Group Berhad, No. 6, Jalan Jurutera U1/23, Hicom-Glenmarie Industrial Park, 40150 Shah Alam, Selangor Darul Ehsan on Friday, 27 November 2026 at 10:00 a.m. or at any adjournment thereof, to transact the following businesses, with or without modifications:-

AGENDA

AS ORDINARY BUSINESS:-

- | | | |
|----|--|--|
| 1. | To receive the Audited Financial Statements for the financial period ended 30 June 2026 together with the Reports of the Directors and Auditors thereon. | <i>Please refer to
Explanatory Note 1</i> |
| 2. | To approve the payment of Directors’ fees and/or benefits of up to RM300,000.00 for the period commencing from the date immediately after the 4th AGM until the next Annual General Meeting (“AGM”) of the Company. | <i>Ordinary Resolution 1</i> |
| 3. | To re-elect the following Directors who retire by rotation pursuant to Clause 86.1 of the Company’s Constitution:- <ul style="list-style-type: none"> i. Wong Choong Loong; ii. Chin See Kew; iii. Kong Sau Kian; and iv. Er Kian Hong | <i>Ordinary Resolution 2</i>
<i>Ordinary Resolution 3</i>
<i>Ordinary Resolution 4</i>
<i>Ordinary Resolution 5</i> |
| 4. | To re-appoint Baker Tilly Monteiro Heng PLT as Auditors of the Company until the conclusion of the next AGM of the Company and to authorise the Directors to fix their remuneration. | <i>Ordinary Resolution 6</i> |

AS SPECIAL BUSINESS:-

To consider and if thought fit, pass with or without modifications, the following resolutions:-

- | | | |
|----|--|------------------------------|
| 5. | GENERAL AUTHORITY FOR THE DIRECTORS TO ISSUE AND ALLOT SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016 (“ACT”)

<p>“THAT subject always to the Constitution of the Company, the Act, the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”) and the approvals of the relevant governmental/regulatory authorities, where required, the Directors of the Company, be and are hereby authorised and empowered pursuant to Sections 75 and 76 of the Act, to issue and allot new ordinary shares in the Company (“Shares”) to such persons, at any time, and upon such terms and conditions and for such purposes and to such person(s) as the Directors may, in their absolute discretion, deem fit and expedient in the interest of the Company, provided that the aggregate number of shares to be issued does not exceed ten per centum (10%) of the total number of issued shares of the Company (excluding treasury shares, if any) at any point in time (“Mandate”) AND the Directors be and also empowered to obtain the approval from Bursa Securities for the listing of and quotation for the additional shares to be issued AND the Mandate shall continue in force until the conclusion of the Annual General Meeting (“AGM”) of the Company held next after the approval was given or at the expiry of the period within which the next AGM is required to be held after the approval was given, whichever is the earlier.</p> <p>AND THAT the new Shares to be issued pursuant to the Mandate, shall, upon issuance and allotment, rank pari passu in all respects with the existing shares of the Company, save and except that they shall not be entitled to any dividends, rights, allotments and/or any other forms of distribution which may be declared, made or paid before the date of allotment of such new Shares.”</p> | <i>Ordinary Resolution 7</i> |
| 6. | PROPOSED RENEWAL OF EXISTING SHAREHOLDERS’ MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE AND/OR TRADING NATURE (“PROPOSED RENEWAL OF EXISTING SHAREHOLDERS’ MANDATE”)

<p>“THAT authority be and is hereby given in line with Rule 10.09 of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad, for the Company and/or its subsidiaries to enter into any of the recurrent related party transactions with the related party(ies) as set out in Section 2.7 of the Circular to Shareholders dated 23 October 2026 in relation to the Proposed Renewal of Existing Shareholders’ Mandate which are necessary for the day-to-day operations of the Company and/or its subsidiaries within the ordinary course of business of the Company and/or its subsidiaries, made on an arm’s length basis and on normal commercial terms which are those generally available to the public and are not detrimental to the minority shareholders of the Company.</p> | <i>Ordinary Resolution 8</i> |

Notice of Fourth Annual General Meeting

AND THAT such authority shall commence immediately upon the passing of this resolution and shall continue to be in force until:-

- (i) the conclusion of the next Annual General Meeting ("AGM") of the Company following the general meeting at which the ordinary resolution for the Proposed Renewal of Existing Shareholders' Mandate was passed, at which time it shall lapse, unless the authority is renewed by a resolution passed at the next AGM;
- (ii) the expiration of the period within which the next AGM after that date is required by law to be held pursuant to Section 340(2) of the Companies Act 2016 ("Act") (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or
- (iii) revoked or varied by an ordinary resolution passed by the shareholders of the Company at a general meeting,

whichever is earlier.

AND FURTHER THAT the Directors of the Company be and are hereby authorised to do all acts, deeds and things as they may be deemed fit, necessary, expedient and/or appropriate in order to implement the Proposed Renewal of Existing Shareholders' Mandate with full power to assent to all or any conditions, variations, modifications and/or amendments in any manner as may be required by any relevant authorities or otherwise and to deal with all matters relating thereto and to take all such steps and to execute, sign and deliver for and on behalf of the Company all such documents, agreements, arrangements and/or undertakings, with any party or parties and to carry out any other matters as may be required to implement, finalise and complete, and give full effect to the Proposed Renewal of Existing Shareholders' Mandate in the best interest of the Company."

7. To transact any other business of which due notice shall have been given.

By order of the Board

TEA SOR HUA (MACS 01324) (SSM PC No.: 201908001272)
LEE SIEW FUN (MAICSA 7063623) (SSM PC No.: 202008000735)
 Company Secretaries

Petaling Jaya, Selangor Darul Ehsan
 23 October 2026

Notes:

- (a) Every member who is entitled to attend and vote at the Meeting [including authorised nominees as defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA") and exempt authorised nominees which hold ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account")], shall be entitled to appoint any person as his proxy to exercise all or any of his rights to attend, participate, speak and vote at the Meeting.
- (b) Unless otherwise determined by the Board of Directors of the Company, a member (including authorised nominee as defined under the SICDA) may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds which is credited with ordinary shares of the Company, to attend, participate, speak and vote at the Meeting. The appointment of two (2) proxies in respect of any particular securities account shall be invalid unless the member specifies the proportion of its holdings to be represented by each proxy.
- (c) Where a member of the Company is an exempt authorised nominee [refers to an authorised nominee defined under the SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA] which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
- (d) Where a member entitled to vote on a resolution has appointed more than one (1) proxy, the proxies shall only be entitled to vote on any question at any general meeting on poll provided that the member specifies the proportion of holdings to be represented by each proxy.

Notice of Fourth Annual General Meeting

- (e) The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing or, if the appointor is a corporation, either under the common seal or under the hand of an officer or attorney duly authorised.
- (f) To be valid, the instrument appointing a proxy may be made in a hard copy form or by an electronic form in the following manner and must be received by the Company not less than forty-eight (48) hours before the time for holding the Meeting:-
 - (i) In hard copy form

In the case of an appointment made in hard copy form, the proxy form must be deposited at the Share Registrar of the Company, Vistra Investor & Issuing House Services Sdn. Bhd. (formerly known as Tricor Investor & Issuing House Services Sdn. Bhd.), at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Wilayah Persekutuan or alternatively, to be deposited in the designated drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Wilayah Persekutuan.
 - (ii) By electronic form

The proxy form can be electronically lodged via Vistra Share Registry and IPO (MY) portal ("Vistra SRMY portal") at <https://srmyvistra.com>. Please refer to the Administrative Notes for the 4th AGM on the procedures for electronic lodgement of proxy form via Vistra SRMY Portal.
- (g) For the purpose of determining a member who shall be entitled to attend the Meeting, the Company will be requesting Bursa Malaysia Depository Sdn. Bhd. in accordance with Clause 64.2 of the Company's Constitution to issue a General Meeting Record of Depositors as at 20 November 2026. Only members whose names appear in the General Meeting Record of Depositors as at 20 November 2026 shall be entitled to attend, participate, speak and vote at the Meeting.
- (h) All the resolutions set out in this Notice of Meeting will be put to vote by poll.
- (i) The members are advised to refer to the Administrative Notes on the registration process for the Meeting.
- (j) Kindly check Bursa Securities' and the Company's website at <https://www.ssfcom.my/> for the latest updates on the status of the Meeting.

EXPLANATORY NOTES:-

1. Item 1 of the Agenda – Audited Financial Statements for the financial period ended 30 June 2026

The Agenda is meant for discussion only as the provision of Section 340(1)(a) of the Act does not require a formal approval of the members for the Audited Financial Statements. Hence, this Agenda is not put forward for voting.

2. Item 2 of the Agenda – Directors' Fees and/or Benefits

Pursuant to Section 230(1) of the Act, the directors' fees and any benefits payable to the directors of a listed company and its subsidiaries shall be approved by the shareholders at a general meeting. This resolution is to facilitate payment of Directors' fees and/or benefits for the period from the conclusion of the 4th AGM until the next AGM of the Company. In the event the proposed amount is insufficient due to more meetings or an enlarged Board size, approval will be sought at the next AGM for the shortfall.

3. Item 3 of the Agenda – Re-election of Directors

Clause 86.1 of the Company's Constitution provides that at the first annual general meeting of the Company, all the Directors shall retire from office, and at the annual general meeting in every subsequent year, one-third (1/3) of the Directors for the time being, or, if their number is not three (3) or a multiple of three (3), then the number nearest to one-third (1/3) shall retire from office PROVIDED ALWAYS that all the Directors shall retire from office once at least in each three (3) years but shall be eligible for re-election. A retiring Director shall retain office until the close of the meeting at which he retires.

Following thereto, Mr. Wong Choong Loong, Ms. Chin See Kew, Mr. Kong Sau Kian, and Ms. Er Kian Hong will retire by rotation pursuant to Clause 86.1 of the Company's Constitution (collectively referred to as "Retiring Directors"). The Retiring Directors being eligible, have offered themselves for re-election at the 4th AGM.

Notice of Fourth Annual General Meeting

The Board has endorsed the Nomination and Remuneration Committee's recommendation to seek shareholders' approval to re-elect the abovementioned Retiring Directors as they possess the required skill sets to facilitate and contribute to the Board's effectiveness and value.

The Retiring Directors had abstained from all deliberations and decisions on their own eligibility to stand for re-election at the Board meeting.

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

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

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

The Board has endorsed the ARMC's recommendation and will seek shareholders' approval for the re-appointment of Baker Tilly Monteiro Heng PLT as Auditors for the financial year ending 30 June 2027, and to hold office until the conclusion of the next AGM.

5. Item 5 of the Agenda – General Authority for the Directors to issue and allot shares pursuant to Sections 75 and 76 of the Act

The Ordinary Resolution 7 proposed under item 5 of the Agenda, is to seek a general mandate for the issuance and allotment of shares by the Company pursuant to Sections 75 and 76 of the Act. This Ordinary Resolution, if passed, will empower the Directors to issue and allot new shares in the Company up to an amount not exceeding in total ten per centum (10%) of the total number of issued shares of the Company (excluding treasury shares, if any) for such purposes as the Directors consider would be in the interest of the Company. This would avoid any delay and cost involved in convening a general meeting to approve the issuance and allotment of such shares. This authority, unless revoked or varied by the Company at a general meeting, will expire at the conclusion of the next AGM or the expiration of the period within which the next AGM is required by law to be held, whichever is earlier.

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

The Company had at its Third AGM held on 7 October 2025 ("3rd AGM"), obtained a general mandate pursuant to Sections 75 and 76 of the Act from its shareholders, to empower the Directors to issue and allot shares in the Company to such persons, at any time, and upon such terms and conditions and for such purposes, as the Directors may, in their absolute discretion, deem fit, provided that the aggregate number of shares to be issued does not exceed ten percent (10%) of the total number of issued shares of the Company (excluding treasury shares) at any point of time.

As at the date of this notice, no new shares in the Company were issued and allotted pursuant to the general mandate granted to the Directors at the 3rd AGM, which will lapse at the conclusion of the 4th AGM, and accordingly, no proceeds were raised.

6. Item 6 of the Agenda – Proposed Renewal of Existing Shareholders' Mandate

The Ordinary Resolution 8 proposed under item 6 of the Agenda, if passed, will give the mandate to the Company and/or its subsidiaries to enter into recurrent related party transactions of a revenue and/or trading nature in accordance with Rule 10.09 of the Listing Requirements of Bursa Securities. The mandate, unless revoked or varied by the Company at a general meeting, will expire at the next AGM of the Company.

Please refer to the Circular to Shareholders dated 23 October 2026 for further details.

SSF HOME

SSF HOME GROUP BERHAD

Registration No. 201501016707 (1142041-X)
(Incorporated in Malaysia)

ADMINISTRATIVE NOTES FOR THE FOURTH ANNUAL GENERAL MEETING OF SSF HOME GROUP BERHAD ("SSF" OR "THE COMPANY") ("4th AGM" OR "MEETING")

Day and Date	: Friday, 27 November 2026
Time	: 10:00 a.m. or at any adjournment thereof
Meeting Venue	: Meeting Room, SSF Home Group Berhad, No. 6, Jalan Jurutera U1/23, Hicom-Glenmarie Industrial Park, 40150 Shah Alam, Selangor Darul Ehsan

A. REGISTRATION ON THE DAY OF 4th AGM

1. The registration will commence at 9:00 a.m., on Friday, 27 November 2026 and will open until the conclusion of the 4th AGM or such other time that may be determined by the Chairman of the meeting.
2. Please read the signage as to where you should register yourself for the meeting and join the queue accordingly.
3. Please present your original National Registration Identity Card (NRIC) or Passport (for non-Malaysians) to the registration staff for verification.
4. Registration must be done in person. No person is allowed to register on behalf of another.
5. The registration counter will handle verification of identity and registration. Please approach our Helpdesk for revocation of proxy/proxies (if applicable).
6. An identification wristband will be given to you thereafter for voting purposes. No one will be allowed to enter the meeting room without an identification wristband.

B. APPOINTMENT OF PROXY OR ATTORNEY OR CORPORATE REPRESENTATIVE

Shareholders who appoint proxy(ies) to participate at the 4th AGM must ensure that the duly executed proxy forms are deposited in a hard copy form or by electronic means to the Share Registrar of the Company at Vistra Investor & Issuing House Services Sdn. Bhd. (formerly known as Tricor Investor & Issuing House Services Sdn. Bhd.) ("Vistra") not later than forty-eight (48) hours before the time appointed for holding the 4th AGM.

The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner:-

- (i) *In hard copy form*
In the case of an appointment made in hard copy form, the proxy form must be deposited with Vistra at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Wilayah Persekutuan or alternatively, to be deposited in the designated drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Wilayah Persekutuan.
- (ii) *By electronic form*
*The proxy form can be electronically lodged via Vistra Share Registry and IPO (MY) portal ("Vistra SRMY portal") at <https://srmy.vistra.com>. Please refer to **item (C) PROCEDURES FOR ELECTRONIC SUBMISSION OF PROXY FORM** below on the procedures for electronic lodgement of the proxy form via Vistra SRMY portal.*

Please ensure ALL the particulars as required in the proxy form are completed, signed and dated accordingly.

Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with Vistra at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Wilayah Persekutuan or alternatively, to be deposited in the designated drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Wilayah Persekutuan not later than Wednesday, 25 November 2026 at 10:00 a.m. to participate in the 4th AGM. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.

For a corporate member who has appointed a representative, please deposit the ORIGINAL certificate of appointment with Vistra at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Wilayah Persekutuan or alternatively, to be deposited in the designated drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Wilayah Persekutuan on or before the 4th AGM. The certificate of appointment should be executed in the following manner:-

- (i) If the corporate member has a common seal, the certificate of appointment should be executed under seal in accordance with the constitution of the corporate member.
- (ii) If the corporate member does not have a common seal, the certificate of appointment should be affixed with the rubber stamp of the corporate member (if any) and executed by:-
 - (a) at least two (2) authorised officers, of whom one shall be a director; or
 - (b) any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.

C. PROCEDURES FOR ELECTRONIC SUBMISSION OF PROXY FORM

The procedures to submit your Proxy Form electronically via Vistra SRMY portal are summarised below:-

Procedure	Action
i. Steps for Individual Shareholders	
Register as a User at Vistra SRMY portal	- Visit Vistra SRMY portal at https://srmyvistra.com. - Click "Register" and select "Individual Holder" and complete the New User Registration Form. - For guidance, you may refer to the tutorial guide available on the homepage. - Once registration is completed, you will receive an email notification to verify your registered email address. - After verification, your registration will be reviewed and approved within one (1) working day. A confirmation email will be sent once approved. - Once you received the confirmation, activate your account by creating your password. <i>If you are already a user with Vistra SRMY portal or TIIH Online portal previously, you are not required to register again.</i>
Proceed with submission of proxy form	- After the release of the Notice of Meeting by the Company, login with your email address and password. - Select the corporate event: "SSF HOME GROUP BERHAD 4TH AGM". - Navigate to the three (3) dots at the end of the corporate event and choose SUBMISSION OF PROXY FORM. - Read and agree to the Terms and Conditions and confirm the Declaration. - Indicate the total number of shares assigned to your proxy(s) to vote on your behalf - Appoint your proxy(ies) and insert the required details of your proxy(ies) or appoint the Chairman as your proxy. - Indicate your voting instructions FOR or AGAINST or ABSTAIN. - Print the proxy form for your record.
ii. Steps for Corporation or Institutional Shareholders	
Register as a User at Vistra SRMY portal	- Access Vistra SRMY portal at https://srmyvistra.com. - Click "Register" and select "Representative of Corporate Holder" and complete the New User Registration Form. - Complete the registration form with your personal details. - Once registration is completed, you will receive an email notification to verify your registered email address. - After verification, your registration will be reviewed and approved within two (2) working days. A confirmation email will be sent once approved. - Once you receive the confirmation, activate your account by creating your password. <i>Note: The representative of a corporation or institutional shareholder must register as a user in accordance with the above steps before he/she can subscribe to this corporate holder electronic proxy submission. Please contact Vistra if you need clarifications on the user registration.</i>

ii. Steps for Corporation or Institutional Shareholders (Cont'd)

Proceed with submission of proxy form	• Login to Vistra SRMY portal at https://srmyvistra.com with your email address and password. • Select the corporate event: “SSF HOME GROUP BERHAD 4TH AGM”. • Navigate to the icon “>” at the end of the corporate event. • Read and agree to the Terms & Conditions and confirm the Declaration. • Select the corporate holder’s name. • Proceed to download the submission file. • Prepare the file for the appointment of proxy(ies) by inserting the required data. • Proceed to upload the duly completed proxy appointment file. • Select “Confirm” to complete your submission. • Print the confirmation report of your submission for your record.
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D. GENERAL MEETING RECORD OF DEPOSITORS

For the purpose of determining who shall be entitled to attend the 4th AGM, the Company will be requesting Bursa Malaysia Depository Sdn. Bhd. to issue a General Meeting Record of Depositors as at 20 November 2026 and only a depositor whose name appears on such Record of Depositors shall be eligible to attend the 4th AGM.

E. NO RECORDING OR PHOTOGRAPHY

Unauthorised recording or photography of the proceedings of the 4th AGM is **strictly not allowed**. The Company reserves the rights to take appropriate legal actions against anyone who violates this rule.

F. ENQUIRY

If you have any enquiries on the above, please contact our Share Registrar during office hours on Mondays to Fridays from 9:00 a.m. to 5:30 p.m. (except on public holidays):-

Vistra Investor & Issuing House Services Sdn. Bhd. (formerly known as Tricor Investor & Issuing House Services Sdn. Bhd.)		
Telephone Number	General Line	+603-2783 9299
Email	is.enquiry@vistra.com	

SSF HOME

SSF HOME GROUP BERHAD

Registration No. 201501016707 (1142041-X)
(Incorporated in Malaysia)

PROXY FORM

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

No. of shares held	:	
CDS Account No.	:	

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

of _____
(Address)

with email address _____ mobile phone no. _____

being a member/members* of SSF HOME GROUP BERHAD ("the Company") hereby appoint(s):-

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

And/or failing him/her

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

or failing him/her*, the Chairman of the Meeting as my/our* proxy to vote for me/us* on my/our* behalf at the Fourth Annual General Meeting of the Company to be held at Meeting Room, SSF Home Group Berhad, No. 6, Jalan Jurutera U1/23, Hicom-Glenmarie Industrial Park, 40150 Shah Alam, Selangor Darul Ehsan on Friday, 27 November 2026 at 10:00 a.m. or at any adjournment thereof.

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

No.	Ordinary Resolutions	For	Against
1.	To approve the payment of Directors' fees and/or benefits of up to RM300,000.00 for the period commencing from the date immediately after the 4th AGM until the next AGM of the Company.		
2.	To re-elect Mr. Wong Choong Loong as a Director of the Company.		
3.	To re-elect Ms. Chin See Kew as a Director of the Company.		
4.	To re-elect Mr. Kong Sau Kian as a Director of the Company.		
5.	To re-elect Ms. Er Kian Hong as a Director of the Company.		
6.	To re-appoint Baker Tilly Monteiro Heng PLT as Auditors of the Company.		
7.	To approve the general authority for the Directors to issue and allot shares pursuant to Sections 75 and 76 of the Companies Act 2016.		
8.	To approve the Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue and/or Trading Nature.		

*delete whichever is not applicable

Dated this _____ day of _____ 2026

Signature of Member(s) / Common Seal

Notes:

- (a) Every member who is entitled to attend and vote at the Meeting [including authorised nominees as defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA") and exempt authorised nominees which hold ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account")], shall be entitled to appoint any person as his proxy to exercise all or any of his rights to attend, participate, speak and vote at the Meeting.
- (b) Unless otherwise determined by the Board of Directors of the Company, a member (including authorised nominee as defined under the SICDA) may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds which is credited with ordinary shares of the Company, to attend, participate, speak and vote at the Meeting. The appointment of two (2) proxies in respect of any particular securities account shall be invalid unless the member specifies the proportion of its holdings to be represented by each proxy.
- (c) Where a member of the Company is an exempt authorised nominee [refers to an authorised nominee defined under the SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA] which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
- (d) Where a member entitled to vote on a resolution has appointed more than one (1) proxy, the proxies shall only be entitled to vote on any question at any general meeting on poll provided that the member specifies the proportion of holdings to be represented by each proxy.
- (e) The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing or, if the appointor is a corporation, either under the common seal or under the hand of an officer or attorney duly authorised.

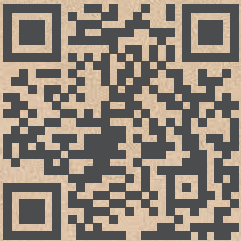
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AFFIX
STAMP

Vistra Investor & Issuing House Services Sdn. Bhd.
(formerly known as Tricor Investor & Issuing House Services Sdn. Bhd.)
Unit 32-01, Level 32, Tower A,
Vertical Business Suite,
Avenue 3, Bangsar South,
No. 8, Jalan Kerinchi,
59200 Kuala Lumpur, Malaysia.

First fold here

- (f) To be valid, the instrument appointing a proxy may be made in a hard copy form or by an electronic form in the following manner and must be received by the Company not less than forty-eight (48) hours before the time for holding the Meeting:-
 - (i) In hard copy form
In the case of an appointment made in hard copy form, the proxy form must be deposited at the Share Registrar of the Company, Vistra Investor & Issuing House Services Sdn. Bhd. (formerly known as Tricor Investor & Issuing House Services Sdn. Bhd.), at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Wilayah Persekutuan or alternatively, to be deposited in the designated drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Wilayah Persekutuan.
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The proxy form can be electronically lodged via Vistra Share Registry and IPO (MY) portal ("Vistra SRMY portal") at <https://srmyvistra.com>. Please refer to the Administrative Notes for the 4th AGM on the procedures for electronic lodgement of proxy form via Vistra SRMY portal.
- (g) For the purpose of determining a member who shall be entitled to attend the Meeting, the Company will be requesting Bursa Malaysia Depository Sdn. Bhd. in accordance with Clause 64.2 of the Company's Constitution to issue a General Meeting Record of Depositors as at 20 November 2026. Only members whose names appear in the General Meeting Record of Depositors as at 20 November 2026 shall be entitled to attend, participate, speak and vote at the Meeting.
- (h) All the resolutions set out in this Notice of Meeting will be put to vote by poll.
- (i) The members are advised to refer to the Administrative Notes on the registration process for the Meeting.
- (j) Kindly check Bursa Securities' and the Company's website at <https://www.ssfcom.my/> for the latest updates on the status of the Meeting.



SSF Home Group Berhad

Registration No. 201501016707 (1142041-X)
(Incorporated in Malaysia)

No. 6, Jalan Jurutera U1/23,
Hicom-Glenmarie Industrial Park,
40150 Shah Alam
Selangor

Tel: 03-55699838
Email: ir@ssfcom.my

www.ssfhome.com