

CORPORATE GOVERNANCE REPORT

STOCK CODE : 0287
COMPANY NAME : SSF Home Group Berhad
FINANCIAL YEAR : June 30, 2026

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PURSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA

Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.1

The board should set the company's strategic aims, ensure that the necessary resources are in place for the company to meet its objectives and review management performance. The board should set the company's values and standards, and ensure that its obligations to its shareholders and other stakeholders are understood and met.

Application	:	Applied
Explanation on application of the practice	:	The Board of Directors ("Board") of SSF Home Group Berhad ("SSF" or "the Company") is collectively responsible for the leadership and oversight of SSF and its subsidiaries ("Group"), and for ensuring the Group's long-term success. In discharging this responsibility, the Board steers the Group towards creating sustainable value for its stakeholders while maintaining the highest standards of corporate governance. Each Board member is expected to exercise exemplary stewardship, integrity and professionalism, to act consistently with the Group's core principles and to fully discharge his or her fiduciary duties. In addition, the Board oversees Management in maintaining a sound governance framework and an effective system of internal controls, so that the Group's operations are conducted efficiently and effectively, adhere to internal control standards and comply with all applicable laws and regulations. The responsibilities assumed by the Board include, among others, the following:- • 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. To enhance its effectiveness, the Board has delegated specific responsibilities to the following Board Committees, each of which operates under its own Terms of Reference ("TOR"):- • Audit and Risk Management Committee ("ARMC"); and • Nomination and Remuneration Committee ("NRC"). The Board Committees report to the Board on the matters deliberated and their recommendations thereon. Nevertheless, the Board retains ultimate responsibility for the final decision on all matters. In discharging its fiduciary duties, the Board is guided by the Board Charter, which sets out its roles and responsibilities, and by the Code of Conduct and Ethics, which establishes the standards of integrity, ethical behaviour and compliance expected across the Group. The Board Charter, Code of Conduct and Ethics and TOR of the respective committees are available on the Company's website at https://www.ssf.com.my/.
Explanation for departure	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	

Timeframe	:		
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Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.2

A Chairman of the board who is responsible for instilling good corporate governance practices, leadership and effectiveness of the board is appointed.

Application	:	Applied
Explanation on application of the practice	:	The Board is chaired by Datuk Seri Dr Haji Abdul Fattah bin Haji Abdullah ("Datuk Seri Dr Haji Abdul Fattah"), an Independent Non-Executive Director, who is responsible for leading the Board effectively while upholding high standards of corporate governance. The roles and responsibilities of the Chairman of the Board are clearly outlined in the Company's Board Charter, which is accessible on the Company's website at https://www.ssf.com.my/. The Chairman is assisted by the Company Secretaries in setting the meeting calendar and ensures that Board members receive complete and accurate information in a timely manner. In providing leadership to the Board, the Chairman ensures that Board meetings are conducted in an open, constructive and inclusive manner, allowing for meaningful discussions and encouraging the active participation of all Directors. The Chairman further facilitates balanced and well-informed decision-making by ensuring that strategic, operational and governance matters receive adequate consideration and deliberation prior to any decisions being made. The Chairman also supports effective communication and engagement among the Board, Management and stakeholders, while ensuring that the Board fulfils its responsibilities effectively and acts in the best interests of the Group.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.3

The positions of Chairman and CEO are held by different individuals.

Application	:	Applied
Explanation on application of the practice	:	The roles of the Independent Non-Executive Chairman and the Managing Director/Chief Executive Officer ("MD/CEO") are held by two (2) different individuals, namely Datuk Seri Dr Haji Abdul Fattah and Mr. Wong Choong Loong, respectively. There is a clear separation of duties between the Chairman and the MD/CEO, as outlined in the Board Charter which is available at the Company's website at https://www.ssf.com.my/. This division of responsibilities enhances accountability, promotes independent decision-making, and ensures a balanced distribution of power and authority, thereby supporting effective governance. The Independent Non-Executive Chairman is responsible for instilling good corporate governance practices and leading the Board in its collective oversight of Management, while the MD/CEO focuses on the day-to-day management of the Group's business operations and resources. The Company recognises the importance of maintaining an appropriate balance of power, responsibility and accountability, so that no single individual has unfettered decision-making powers.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.4

The Chairman of the board should not be a member of the Audit Committee, Nomination Committee or Remuneration Committee

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>		
Application	:	Applied
Explanation on application of the practice	:	The Chairman of the Board, Datuk Seri Dr Haji Abdul Fattah is not a member of the ARMC and NRC of the Company and he did not attend or participate in any meetings of the Board Committees, whether as a member or by invitation. This approach is consistent with the principles of sound corporate governance and helps to maintain an effective system of checks and balances within the Company. By maintaining an independent role from the Board Committees, the Chairman is able to exercise objective oversight over matters and recommendations brought forward by the Committees to the Board, while safeguarding the independence and integrity of the Committees in carrying out their respective functions.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.5

The board is supported by a suitably qualified and competent Company Secretary to provide sound governance advice, ensure adherence to rules and procedures, and advocate adoption of corporate governance best practices.

Application	:	Applied
Explanation on application of the practice	:	The corporate secretarial function of the Group is outsourced to Cospec Management Services Sdn. Bhd. ("CMS"). The Board is supported by two (2) Company Secretaries nominated by CMS who are experienced and qualified to act as Company Secretaries under Section 235(2) of the Companies Act 2016 ("Act") and are registered holders of the practising certificate issued by the Companies Commission of Malaysia. The Board recognises the important role played by the Company Secretaries and will ensure that they fulfil the functions for which they have been appointed. The Company Secretaries play a key role in facilitating the Group's overall compliance with the Act, the ACE Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities") and other relevant laws and regulations. They also assist the Board and Board Committees to function effectively in accordance with their respective TOR and best practices, and ensure adherence to the Board's existing policies and procedures. To discharge their roles effectively, the Company Secretaries continuously attend relevant training programmes, conferences and seminars organised by the relevant authorities and/or professional bodies, so as to keep abreast of the latest developments in corporate governance and changes in regulatory requirements relevant to their profession, and to provide the necessary advisory support to the Board. The Board has direct access to the professional advice and services of the Company Secretaries and their team when performing their duties and discharging their responsibilities. The Company Secretaries had conducted a briefing on the Key Amendments to the Listing Requirements of Bursa Securities in relation to the enhanced continuing disclosure requirements and exempted related party transactions to keep the Board abreast of the latest developments on the provisions under the Listing Requirements of Bursa Securities.

	During the financial period under review, the Board and Board Committees' meetings were properly convened, and accurate and proper records of the proceedings and resolutions passed were taken and maintained in the statutory records of the Company. Overall, the Board is satisfied with the performance of, and the support provided by, the Company Secretaries and their team in assisting the Board to discharge its duties and functions.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.6

Directors receive meeting materials, which are complete and accurate within a reasonable period prior to the meeting. Upon conclusion of the meeting, the minutes are circulated in a timely manner.

Application	:	Applied
Explanation on application of the practice	:	To assist the Directors in planning their time, the Company Secretaries prepare an annual meeting calendar before the start of each year, setting out the scheduled dates of the Board and Board Committee meetings and the Annual General Meeting ("AGM"). The calendar also sets out the closed periods for dealings in securities by Directors and principal officers, based on the scheduled dates of the meetings to approve the announcement of the Group's quarterly results. Notices and meeting papers for Board and Board Committee meetings are generally circulated at least five (5) working days before each meeting, giving the Directors sufficient time to review the materials and make informed decisions. Where exceptional matters require urgent decisions between scheduled meetings, the decisions of the Board and Board Committees are obtained through additional ad hoc meetings or Directors' written resolutions. Such written resolutions are supported by board papers containing the information necessary for the Board and Board Committees to deliberate and make informed decisions. All written resolutions approved by the Board are tabled for notation at the following Board meeting. The deliberations and conclusions of matters discussed in the Board or Board Committees meetings are duly recorded in the minutes of meetings. The draft minutes are circulated for the Board or Committee Chairman's review within a reasonable timeframe after the meetings. These minutes of meetings accurately captured the deliberations and decisions of the Board and/or the Board Committees, including whether any Director abstains from voting or deliberating on a particular matter. All the records of proceedings and resolutions passed are kept at the registered office of the Company. All Directors have full and unrestricted access to timely information about the Group. In addition, the Directors are also empowered to seek independent external professional advice at the expense of the Company, should they consider it necessary in the course of their duties.

Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

There is demarcation of responsibilities between the board, board committees and management.

There is clarity in the authority of the board, its committees and individual directors.

Practice 2.1

The board has a board charter which is periodically reviewed and published on the company's website. The board charter clearly identifies–

- the respective roles and responsibilities of the board, board committees, individual directors and management; and
- issues and decisions reserved for the board.

Application	:	Applied
Explanation on application of the practice	:	The Board has formalised and adopted a Board Charter setting out the roles and responsibilities of the Board, the Chairman of the Board, individual Directors and Senior Management. The Board Charter also serves as a key reference and the primary induction material for newly appointed Directors, providing them with valuable insights into the workings of the Board. The Board Charter is reviewed and updated as and when necessary to ensure that it remains consistent with the Group's policies and procedures, the Board's overall responsibilities and any changes in legislation and regulations. The Board Charter is available on the Company's website at https://www.ssf.com.my/.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

Practice 3.1

The board establishes a Code of Conduct and Ethics for the company, and together with management implements its policies and procedures, which include managing conflicts of interest, preventing the abuse of power, corruption, insider trading and money laundering.

The Code of Conduct and Ethics is published on the company's website.

Application	:	Applied	
Explanation on application of the practice	:	The Board had adopted a Code of Conduct and Ethics to establish high standards of honesty, integrity, ethics, and compliance within the Group. A copy of this Code is available on the Company’s website at https://www.ssf.com.my/. The Board also observes the “Company Directors’ Code of Ethics” issued by Suruhanjaya Syarikat Malaysia, which provides guidance to Directors on ethical conduct, prudent business practices and professional behaviour. The Code of Conduct and Ethics will be reviewed by the Board periodically to ensure that it remains relevant and appropriate.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

Practice 3.2

The board establishes, reviews and together with management implements policies and procedures on whistleblowing.

Application	:	Applied
Explanation on application of the practice	:	The Board has adopted a Whistle-Blowing Policy to promote transparency, accountability, ethics and integrity in the Group's business and operations. The key objectives of the Policy are to:- • Promote high transparency and accountability. • Encourage good corporate governance practices. • Provide a confidential channel through which employees and stakeholders can report unethical or illegal conduct without fear of retaliation. • Protect whistleblowers from reprisal. • Ensure that concerns raised are addressed through a transparent and confidential process. • 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 was adopted by the Board in October 2022 and was last reviewed and approved by the Board in 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 the governing legislation and regulatory requirements. The Whistle-Blowing Policy is available on the Company's website at https://www.ssf.com.my/.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.1

The board together with management takes responsibility for the governance of sustainability in the company including setting the company's sustainability strategies, priorities and targets.

The board takes into account sustainability considerations when exercising its duties including among others the development and implementation of company strategies, business plans, major plans of action and risk management.

Strategic management of material sustainability matters should be driven by senior management.

Application	:	Applied
Explanation on application of the practice	:	The Board recognises the importance of integrating sustainability into the Company's business and corporate activities, as sustainability is crucial to a successful business strategy, creates lasting value for all stakeholders and enhances the Company's overall performance. To promote and build sustainability momentum within the Group, the Board has adopted the Group's Sustainability Policy, which aims to:- • Integrate sustainability principles into the Group's strategies, policies, and procedures. • Promote sustainable practices. • Involve the Board and senior management in the implementation of the Policy and the review of sustainability performance. • Foster a culture of sustainability within the Group and the community, with emphasis on environmental, social and governance considerations in decision-making and outcomes. The Board has reviewed and approved amendments to incorporate an assessment of the Directors' understanding of sustainability issues into the annual performance evaluation, recognising that such understanding is critical to the Company's performance. The Board remains committed to continuously reviewing and enhancing its sustainability practices in line with best practices and to create long-term value for all stakeholders.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.2

The board ensures that the company's sustainability strategies, priorities and targets as well as performance against these targets are communicated to its internal and external stakeholders.

Application	:	Applied
Explanation on application of the practice	:	The Board recognises that meaningful dialogue and transparent disclosure are essential in building stakeholder trust and form the foundation of good governance within the Group. The Company engages its stakeholders through various communication channels to provide clarity on its operations and to obtain their feedback on relevant matters. Material issues are identified based on their impact on the Group's operations and the extent to which stakeholders are affected. The Company also maintains open two-way communication with employees, creating opportunities to share performance updates, discuss growth strategies, and address workplace matters. This approach helps strengthen engagement, alignment, and mutual trust within the organisation. Details pertaining to the stakeholders' engagement are available in the Sustainability Statement in the Annual Report 2026.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.3

The board takes appropriate action to ensure they stay abreast with and understand the sustainability issues relevant to the company and its business, including climate-related risks and opportunities.

Application	:	Applied
Explanation on application of the practice	:	The Board, through the NRC, assesses the training programmes attended by each of the Directors during the financial period to ensure that they keep abreast with the relevant developments in the business environment, sustainability issues relevant to the Group as well as the relevant regulatory requirements. The training programmes attended by each Director for the fourteen (14)-month financial period ended 30 June 2026 ("FPE 2026") are set out in the Corporate Governance Overview Statement of the Annual Report 2026. The Company Secretaries regularly update the Board on the changes in the Listing Requirements and/or other regulatory requirements upon receiving the circulars from Bursa Securities and/or other regulators, which are relevant to the Company and provide advice on corporate disclosures and compliance issues.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.4

Performance evaluations of the board and senior management include a review of the performance of the board and senior management in addressing the company's material sustainability risks and opportunities.

Application	:	Applied	
Explanation on application of the practice	:	The Board and Senior Management have each discharged their respective roles in addressing the Group’s material sustainability risks and opportunities. The performance evaluation of the Board in addressing the Group’s strategic and business plans which promote material sustainability matters was evaluated through the annual Board’s effectiveness evaluation for the FPE 2026. In respect of Senior Management, sustainability performance forms part of their key performance indicators, which are reviewed annually.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.5- Step Up

The board identifies a designated person within management, to provide dedicated focus to manage sustainability strategically, including the integration of sustainability considerations in the operations of the company.

Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.

Application	:	Adopted
Explanation on adoption of the practice	:	The Sustainability Management Level of the Company is led by Mr. Lok Kok Khong, our Executive Director/Deputy Chief Executive Officer ("ED/Deputy CEO"). He is responsible for driving and implementing sustainability initiatives, including developing strategies, setting targets, allocating resources, and reporting to the Board. During the FPE 2026, the activities undertaken by the Sustainability Management Level of the Company are as follows: • Implementation of Greenhouse Gas Emission Reporting; • Enhancement in employees awareness on waste management practices, including recycling, reuse and proper waste disposal; • Employee awareness training on anti-bribery corruption and whistleblowing; and • Employee training to strengthen workforce capabilities

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.1

The Nomination Committee should ensure that the composition of the board is refreshed periodically. The tenure of each director should be reviewed by the Nomination Committee and annual re-election of a director should be contingent on satisfactory evaluation of the director's performance and contribution to the board.

Application	:	Applied
Explanation on application of the practice	:	The NRC oversees the composition of the Board to ensure that it has an appropriate balance of skills, experience and core competencies, as well as an appropriate mix of Executive Directors and Independent Non-Executive Directors. The effectiveness of the Board and its Committees, and the contribution of each Director, are assessed annually. The Board is mindful that the tenure of an Independent Director shall not exceed a cumulative term of nine (9) years as recommended by the Malaysian Code on Corporate Governance ("MCCG"). However, if the Board intends to retain a Director who has served as an Independent Director of the Company for a cumulative term of more than nine (9) years, the Board must justify its decision and seek the shareholders' approval through a two-tier voting process at a general meeting. During the FPE 2026, none of our Directors has served the Board as an Independent Director of the Company for a cumulative term of more than nine (9) years. The Board is also aware that, under the Listing Requirements of Bursa Securities, the tenure of an Independent Director shall not exceed a cumulative term of twelve (12) years. The re-election of retiring Directors each year is subject to a satisfactory evaluation of their performance and contribution to the Board. Furthermore, the Directors' Fit and Proper Policy serves as a guide to NRC and the Board for the appointment and re-election of Directors of the Group. The said Policy is published on the Company's website at https://www.ssf.com.my/.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.2

At least half of the board comprises independent directors. For Large Companies, the board comprises a majority independent directors.

Application	:	Applied																	
Explanation on application of the practice	:	The present composition of the Board complies with Rule 15.02 of the Listing Requirements of Bursa Securities and Practice 5.2 of the MCCG as four (4) out of seven (7) Directors, representing 57.14% of the Board, are Independent Directors. All the Independent Directors are satisfied with the independence test under the Listing Requirements of Bursa Securities.																	
		The current Board consists of seven (7) members, comprising three (3) Executive Directors and four (4) Independent Non-Executive Directors, as set out in the table below:-																	
		<table><tr><th>Name</th><th>Designation</th></tr><tr><td>Datuk Seri Dr Haji Abdul Fattah</td><td>Independent Non-Executive Chairman</td></tr><tr><td>Wong Choong Loong</td><td>MD/CEO</td></tr><tr><td>Lok Kok Khong</td><td>ED/Deputy CEO</td></tr><tr><td>Chin See Kew</td><td>Executive Director</td></tr><tr><td>Kong Sau Kian</td><td>Independent Non-Executive Director</td></tr><tr><td>Lim Su May</td><td>Independent Non-Executive Director</td></tr><tr><td>Er Kian Hong</td><td>Independent Non-Executive Director</td></tr></table>		Name	Designation	Datuk Seri Dr Haji Abdul Fattah	Independent Non-Executive Chairman	Wong Choong Loong	MD/CEO	Lok Kok Khong	ED/Deputy CEO	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
		Name	Designation																
		Datuk Seri Dr Haji Abdul Fattah	Independent Non-Executive Chairman																
Wong Choong Loong	MD/CEO																		
Lok Kok Khong	ED/Deputy CEO																		
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																		
The presence of Independent Directors ensures that the views, considerations, judgement and discretion exercised by the Board in its decision-making remain objective and independent, and that the interests of other parties, such as minority shareholders, are fully addressed, adequately protected and given due consideration.																			
Explanation for departure	:																		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.																			
Measure	:																		
Timeframe	:																		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.3

The tenure of an independent director does not exceed a cumulative term limit of nine years. Upon completion of the nine years, an independent director may continue to serve on the board as a non-independent director.

If the board intends to retain an independent director beyond nine years, it should provide justification and seek annual shareholders' approval through a two-tier voting process.

Application	:	Applied	
Explanation on application of the practice	:	As at 30 June 2026, none of the Independent Directors of the Company has served the Board exceeding a cumulative term limit of nine (9) years.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.4 - Step Up

The board has a policy which limits the tenure of its independent directors to nine years without further extension.

Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.5

Appointment of board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

Directors appointed should be able to devote the required time to serve the board effectively. The board should consider the existing board positions held by a director, including on boards of non-listed companies. Any appointment that may cast doubt on the integrity and governance of the company should be avoided.

Application	:	Applied
Explanation on application of the practice	:	The Company is committed to appointing Board members and Senior Management on the basis of objective criteria and merit, with due regard to diversity in skills, experience, age, cultural background and gender, so as to develop a well-rounded and effective leadership team. The NRC oversees the nomination process for new Board appointments and makes recommendations to the Board. Its specific roles and responsibilities are detailed in the Terms of Reference, which are available on the Company's website at https://www.ssf.com.my/. Similarly, the Board will deliberate on the appointment of a member after taking into consideration the predefined criteria including age, skill and working experience, industry exposure, educational background and personal characteristics. The Board had adopted the Directors' Fit and Proper Policy to ensure a transparent and rigorous process for the appointment and re-election of Directors of the Group. This policy is accessible on the Company's website at https://www.ssf.com.my/.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.6

In identifying candidates for appointment of directors, the board does not solely rely on recommendations from existing board members, management or major shareholders. The board utilises independent sources to identify suitably qualified candidates.

If the selection of candidates was based on recommendations made by existing directors, management or major shareholders, the Nominating Committee should explain why these source(s) suffice and other sources were not used.

Application	:	Applied
Explanation on application of the practice	:	The primary role of the NRC is to screen, evaluate and recommend candidates for appointment to the Board through a formal and transparent process, in line with the MCCG. In doing so, the NRC assesses each candidate's skills, knowledge, expertise, experience, professionalism, integrity and external commitments to ensure that he or she can contribute effectively to the Board. Besides considering recommendations from existing Board members, Management or major shareholders, the NRC is open to referrals from external sources, such as industry acquaintances, contacts in related industries and consultants, in order to access a wider pool of potential candidates. Shortlisted candidates are required to furnish their curriculum vitae setting out their academic and/or professional qualifications, work experience, employment history and experience as directors of listed companies (if any). The NRC annually reviews the required mix of skills, experience and core competencies of the Board and assesses the effectiveness of the Board as a whole. The NRC also oversees succession planning and promotes boardroom and gender diversity to ensure that the Board continues to function effectively. The recruitment and appointment of new Directors are guided by the policies and procedures set out in the TOR of the NRC and the Company's Directors' Fit and Proper Policy.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.7

The board should ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director. This includes details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of the listed company as a whole. The board should also provide a statement as to whether it supports the appointment or reappointment of the candidate and the reasons why.

Application	:	Applied
Explanation on application of the practice	:	The performance of retiring Directors recommended for re-election at the Fourth Annual General Meeting ("4th AGM") of the Company has been assessed through the NRC annual evaluation (including the independence of the Independent Non-Executive Directors) and recommended to the Board for approval. The profiles of the Directors who were due for retirement and offered themselves for re-election, which included the nature of interest with the Company, whichever applicable, are set out in the Annual Report 2026 of the Company. A statement by the Board and NRC being satisfied with the performance and effectiveness of the retiring Directors who offered themselves for re-election at the 4th AGM is stated in the notes accompanying the Notice of 4th AGM.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.8

The Nominating Committee is chaired by an Independent Director or the Senior Independent Director.

Application	:	Applied	
Explanation on application of the practice	:	The NRC is chaired by Ms. Er Kian Hong, an Independent Non-Executive Director of the Company. The details and/or profile of the Chairperson of the NRC are disclosed in the Annual Report 2026.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.9

The board comprises at least 30% women directors.

Application	:	Applied	
Explanation on application of the practice	:	The Board is committed to promoting gender diversity on the Board and has adopted a policy to work towards this objective. In making Board appointments, the Board applies the principle of equal opportunity, assessing candidates on their skills, experience, core competencies and other relevant attributes, irrespective of gender. As at 30 June 2026, the Board comprises three (3) female directors, representing 42.86% of women representation on the Board.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.10

The board discloses in its annual report the company's policy on gender diversity for the board and senior management.

Application	:	Applied	
Explanation on application of the practice	:	The Board has formalised and adopted a Gender Diversity Policy which provides the Company with a framework to enhance gender diversity at the Board level and Senior Management level. The Company recognises the importance of gender diversity at the Board and senior management levels and is committed to increasing the representation of women. Nevertheless, to ensure the suitability and effectiveness of appointments, the Company has not set any specific targets for female Directors or senior management under the Policy. The Gender Diversity Policy is published on the Company’s website at https://www.ssf.com.my/.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

Stakeholders are able to form an opinion on the overall effectiveness of the board and individual directors.

Practice 6.1

The board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The board should disclose how the assessment was carried out its outcome, actions taken and how it has or will influence board composition.

For Large Companies, the board engages an independent expert at least every three years, to facilitate objective and candid board evaluation.

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>					
Application	: Applied				
Explanation on application of the practice	The Company has a formal process in place to assess the effectiveness of the Board and its Committees and the contribution of each Director, including the independence of the Independent Non-Executive Directors. The assessment is carried out with reference to established guidelines and good corporate governance practices. The Board and Board Committees are assessed through a Board review, while individual Directors are assessed on a peer review basis. Assessment forms are provided to each Director for completion prior to the meeting. The results of the assessments, together with the Directors' comments, are summarised and deliberated at the NRC meeting, after which the Chairperson of the NRC reports the results and the deliberations to the Board. The annual assessment criteria of the Board and Board Committees and individual Directors were updated to stay aligned with the MCCG practices. The areas covered in the aforesaid annual assessment criteria are as follows: <table><tr><th>Evaluation</th><th>Assessment Criteria</th></tr><tr><td>Board and Board Committees as a whole</td><td> • Role of the Chairman and Executive Director • Board balance, size and composition • Board structure and procedures • Relationship of the Board to Management • Quality and supply of information to the Board/Board's Committees • Access to information and advice </td></tr></table>	Evaluation	Assessment Criteria	Board and Board Committees as a whole	• Role of the Chairman and Executive Director • Board balance, size and composition • Board structure and procedures • Relationship of the Board to Management • Quality and supply of information to the Board/Board's Committees • Access to information and advice
Evaluation	Assessment Criteria				
Board and Board Committees as a whole	• Role of the Chairman and Executive Director • Board balance, size and composition • Board structure and procedures • Relationship of the Board to Management • Quality and supply of information to the Board/Board's Committees • Access to information and advice				

		• Accountability for financial reporting, internal control and sustainability risk and opportunities • Relation with Auditors/Shareholders/Investors • Use of Board Committees • Directors' training
	ARMC	• Composition and quality • Oversight of the financial reporting process, including internal controls • Understanding the business, including risk and control environment • Access to information and advice • Oversight of audit functions • Compliance with corporate governance • External Auditors • Staying abreast on issues • Report and recommendations
	Executive Directors	• Financial • Strategic and sustainability • Conformance and compliance • Business acumen/increasing shareholders' wealth • Succession planning • Personal input to the role
	Non-Executive Directors	• Attendance at Board and/or Board Committees' meetings • Adequate preparation for Board and/or Board Committees' meetings • Regular contribution to Board and/or Board Committees' meetings • Personal input to the role
In respect of the annual performance evaluation for the FPE 2026, it was concluded that: (a) the Board and Board Committees discharged their duties and responsibilities effectively; and (b) each Director continued to perform effectively and demonstrated commitment to his/her role. The Board is satisfied with the existing evaluation process and will continue to review it as and when necessary, to ensure that it remains a valuable feedback mechanism for enhancing the Board's effectiveness.		

Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 7.1

The board has remuneration policies and procedures to determine the remuneration of directors and senior management, which takes into account the demands, complexities and performance of the company as well as skills and experience required. The remuneration policies and practices should appropriately reflect the different roles and responsibilities of non-executive directors, executive directors and senior management. The policies and procedures are periodically reviewed and made available on the company's website.

Application	:	Applied
Explanation on application of the practice	:	The Board has in place a formal Remuneration Policy which serves as a guide for the Board and the NRC to determine the remuneration of Directors of the Company. The Remuneration Policy is available on the Company's website at https://www.ssf.com.my/. The remuneration packages of Senior Management, on the other hand, are reviewed by the MD/CEO, the ED/Deputy CEO or the Executive Directors. Assisted by the NRC, the Board implements the policies and procedures on remuneration, including reviewing and recommending matters relating to the remuneration of the Board. The remuneration of the Executive Directors and Senior Management comprises both fixed and performance-based components, whereas the Non-Executive Directors receive Directors' fees which are not based on commission, profits or turnover.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 7.2

The board has a Remuneration Committee to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of board and senior management.

The Committee has written Terms of Reference which deals with its authority and duties and these Terms are disclosed on the company's website.

Application	:	Applied								
Explanation on application of the practice	:	The NRC comprises exclusively Non-Executive Directors, as follows:								
		<table><tr><th>NRC</th><th>Designation</th></tr><tr><td>Er Kian Hong</td><td>Chairperson, Independent Non-Executive Director</td></tr><tr><td>Kong Sau Kian</td><td>Member, Independent Non-Executive Director</td></tr><tr><td>Lim Su May</td><td>Member, Independent Non-Executive Director</td></tr></table>	NRC	Designation	Er Kian Hong	Chairperson, Independent Non-Executive Director	Kong Sau Kian	Member, Independent Non-Executive Director	Lim Su May	Member, Independent Non-Executive Director
	NRC	Designation								
	Er Kian Hong	Chairperson, Independent Non-Executive Director								
	Kong Sau Kian	Member, Independent Non-Executive Director								
Lim Su May	Member, Independent Non-Executive Director									
		The TOR of NRC is accessible on the Company’s website at https://www.ssf.com.my/ .								
		The NRC is primarily tasked with developing and reviewing the remuneration policy and packages of the Directors, to enable the Company to attract and retain high-calibre individuals who are essential to the successful management of the Group.								
		As for Senior Management, their remuneration packages are reviewed by the MD/CEO, the ED/Deputy CEO or the Executive Directors.								
		Each Director abstains from deliberating and voting on matters relating to his or her own remuneration.								
Explanation for departure	:									

Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.

Measure	:		
Timeframe	:		

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.1

There is detailed disclosure on named basis for the remuneration of individual directors. The remuneration breakdown of individual directors includes fees, salary, bonus, benefits in-kind and other emoluments.

Application	:	Applied
Explanation on application of the practice	:	The detailed disclosure on a named basis for the remuneration of individual Directors for the FPE 2026 is set out below and also in the Corporate Governance Overview Statement of the Annual Report 2026 of the Company.

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Datuk Seri Dr Haji Abdul Fattah Bin Haji Abdullah	Independent Director	84.00	1.40	-	-	-	-	85.40	84.00	1.40	-	-	-	-	85.40
2	Wong Choong Loong	Executive Director	-	-	-	-	-	-	-	-	-	1,400.00	176.40	18.46	78.16	1,673.02
3	Lok Kok Khong	Executive Director	-	-	-	-	-	-	-	-	26.73	770.00	55.00	-	110.58	962.31
4	Chin See Kew	Executive Director	-	-	-	-	-	-	-	-	-	462.00	24.75	11.55	64.65	562.95
5	Kong Sau Kian	Independent Director	70.00	1.40	-	-	-	-	71.40	70.00	1.40	-	-	-	-	71.40
6	Lim Su May	Independent Director	70.00	1.40	-	-	-	-	71.40	70.00	1.40	-	-	-	-	71.40
7	Er Kian Hong	Independent Director	70.00	1.40	-	-	-	-	71.40	70.00	1.40	-	-	-	-	71.40
8	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
9	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
14	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
15	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.2

The board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.

Application	:	Departure																					
Explanation on application of the practice	:																						
Explanation for departure	:	In view of the confidentiality and sensitivity of Senior Management's remuneration packages, as well as security considerations, the Board has opted not to disclose the remuneration components of Senior Management on a named basis in bands of RM50,000. The Board is of the view that the disclosure of the senior management's remuneration components on a named basis will not be in the best interest of the Company given that the competitive human resources environment as such disclosure may give rise to recruitment and talent retention issues. As an alternative, the Board considers it adequate to disclose the aggregate remuneration of Senior Management on an unnamed basis in bands of RM50,000, as follows: <table border="1"><thead><tr><th rowspan="2">Range of Remuneration</th><th colspan="2">Group</th></tr><tr><th>Number of Management</th><th>Senior Management</th></tr></thead><tbody><tr><td>RM150,001 to RM200,000</td><td>1</td><td></td></tr><tr><td>RM200,001 to RM250,000</td><td>1</td><td></td></tr><tr><td>RM250,001 to RM300,000</td><td>-</td><td></td></tr><tr><td>RM300,001 to RM350,000</td><td>1</td><td></td></tr><tr><td>RM350,001 to RM400,000</td><td>2</td><td></td></tr></tbody></table>		Range of Remuneration	Group		Number of Management	Senior Management	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	
Range of Remuneration	Group																						
	Number of Management	Senior Management																					
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																						
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>																							
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.																					
Timeframe	:	Choose an item.																					

No	Name	Position	Company					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
2	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
3	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
4	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
5	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.3 - Step Up

Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

No	Name	Position	Company ('000)					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
2	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
3	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
4	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
5	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.
The company's financial statement is a reliable source of information.

Practice 9.1

The Chairman of the Audit Committee is not the Chairman of the board.

Application	:	Applied	
Explanation on application of the practice	:	The Board is chaired by Datuk Seri Dr Haji Abdul Fattah, while the ARMC is chaired by Mr. Kong Sau Kian. The two (2) roles are held by different individuals to ensure that the Board's review of the ARMC's findings and recommendations is not impaired.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.
The company's financial statement is a reliable source of information.

Practice 9.2

The Audit Committee has a policy that requires a former partner of the external audit firm of the listed company to observe a cooling-off period of at least three years before being appointed as a member of the Audit Committee.

Application	:	Applied
Explanation on application of the practice	:	The Group recognises the importance of safeguarding the independence of its External Auditors to avoid potential conflicts of interest. None of the three (3) current members of the ARMC is a former key audit partner of the Company's External Auditors. In line with good governance practices, the Company observes a cooling-off period of at least three (3) years before any former key audit partner of the Group's External Auditors may be appointed to the ARMC. This cooling-off requirement of at least three (3) years for former key audit partners of the external audit firm has been incorporated into the TOR of the ARMC. The TOR of the ARMC is available on the Company's website at https://www.ssf.com.my/.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.
The company's financial statement is a reliable source of information.

Practice 9.3

The Audit Committee has policies and procedures to assess the suitability, objectivity and independence of the external auditor to safeguard the quality and reliability of audited financial statements.

Application	:	Applied
Explanation on application of the practice	:	The Board has established a Policy and Procedures for Selecting External Auditors, which forms part of the ARMC's TOR. The policy is intended to assess the suitability, objectivity and independence of the External Auditors so as to safeguard the quality and reliability of the audited financial statements. The criteria considered include, among others:- • the experience, resources and industry reputation of the audit firm. • the qualifications and experience of the engagement team. • the audit firm's previous engagements and the size and complexity of the Company/Group. • the number and expertise of supervisory and professional staff assigned to the audit. • the potential for conflicts of interest and the reasonableness of the cost. • recent developments affecting the firm's performance and recent inspection outcomes by oversight bodies. • the finance team's evaluation of the auditors' past performance, covering adherence to timelines, escalation of issues, thoroughness, professionalism and communication. The ARMC also obtained assurance from the External Auditors confirming that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements. On 3 April 2026, Moore Stephens Associates PLT resigned as the External Auditors of the Company. Having reviewed the engagement proposal, profile, adequacy of resources and experience of the audit engagement team of Baker Tilly Monteiro Heng PLT ("Baker Tilly"), the ARMC recommended Baker Tilly to the Board for appointment as the External Auditors of the Company. The Board appointed Baker Tilly with effect from 16 April 2026 to fill the casual vacancy, to hold office until the conclusion of the forthcoming 4th AGM. The ARMC carried out an annual performance assessment of Baker Tilly for the FPE 2026, taking into account the feedback from Management, and noted Baker Tilly's confirmation of its independence.

	The ARMC is satisfied with the performance, suitability and independence of the External Auditors of the Company, Baker Tilly, and has recommended their re-appointment to the Board as the External Auditors for the financial year ending 30 June 2027, subject to the shareholders' approval at the forthcoming 4 th AGM.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.
The company's financial statement is a reliable source of information.

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted
Explanation on adoption of the practice	:	All members of the ARMC are Independent Non-Executive Directors. This provides a strong independent element that enables the ARMC to exercise effective oversight and objective, independent judgement. The composition of the ARMC is as follows:- (a) Mr. Kong Sau Kian (b) Ms. Er Kian Hong; and (c) Ms. Lim Su May.

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.
The company's financial statement is a reliable source of information.

Practice 9.5

Collectively, the Audit Committee should possess a wide range of necessary skills to discharge its duties. All members should be financially literate, competent and are able to understand matters under the purview of the Audit Committee including the financial reporting process.

All members of the Audit Committee should undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.

Application	:	Applied
Explanation on application of the practice	:	The Chairman of the ARMC, Mr. Kong Sau Kian, is a member of the Malaysian Institute of Accountants. The Board is satisfied that the ARMC members have the requisite accounting and financial management expertise to discharge their responsibilities effectively and to assist the Board in overseeing the financial reporting process. The Board is also satisfied that the ARMC has effectively discharged its functions in ensuring that the Company's financial statements comply with the applicable reporting standards and provide shareholders and stakeholders with a reliable source of financial information. All ARMC members have undertaken, and will continue to undertake, continuous professional development to keep themselves abreast of developments in accounting and auditing standards, practices, and regulations. In addition, during the ARMC meetings, the members have also been briefed by the External Auditors on the development or changes in the Malaysian Financial Reporting Standards and the relevant accounting requirements under the Companies Act 2016.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.1

The board should establish an effective risk management and internal control framework.

Application	:	Applied	
Explanation on application of the practice	:	The Board has put in place an effective risk management and internal control framework to identify, assess and manage the risks faced by the Group. The Board regularly and systematically reviews the internal control systems, the risk management processes and compliance with the Group’s established policies and procedures, to obtain reasonable assurance that these systems are operating effectively. To strengthen its oversight, the Board has outsourced the internal audit, risk governance and internal control functions to an independent consulting firm, whose principal responsibility is to review the Group’s risk management and internal control systems regularly to ensure that they remain robust and effective. Further details of the risk management and internal control framework, including the Board’s review mechanisms, are disclosed in the Statement on Risk Management and Internal Control in the Annual Report 2026.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.2

The board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

Application	:	Applied	
Explanation on application of the practice	:	The Board recognises that sound risk management and internal control practices are integral to good corporate governance, and affirms its responsibility for ensuring that the Group’s systems adequately and effectively manage significant risks. An ongoing process for identifying, evaluating and managing key risks has been established through a structured framework with clear lines of reporting. The system of internal control is designed to manage and mitigate risks to an acceptable level, rather than to eliminate them, in support of the achievement of business objectives. Given the inherent limitations of any control system, the framework can provide only reasonable, and not absolute, assurance against material misstatement, loss or failure. The full details of the risk management and internal control framework are set out in the Statement on Risk Management and Internal Control in the Annual Report 2026.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.3 - Step Up

The board establishes a Risk Management Committee, which comprises a majority of independent directors, to oversee the company's risk management framework and policies.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.1

The Audit Committee should ensure that the internal audit function is effective and able to function independently.

Application	:	Applied	
Explanation on application of the practice	:	The internal audit function of the Group is outsourced to an independent internal audit service provider, Wensen Consulting Asia (M) Sdn. Bhd. (“Wensen”), which assists the Group in managing risks and establishing internal control systems and processes by providing an independent assessment of the adequacy, efficiency and effectiveness of the Group’s risk management and internal control systems and processes. The Internal Auditors are not permitted to provide any services that may impair their independence or give rise to a conflict with their role as Internal Auditors. The details of the internal audit function and activities carried out during the FPE 2026 are set out in the ARMC Report in the Annual Report 2026.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.2

The board should disclose—

- whether internal audit personnel are free from any relationships or conflicts of interest, which could impair their objectivity and independence;
- the number of resources in the internal audit department;
- name and qualification of the person responsible for internal audit; and
- whether the internal audit function is carried out in accordance with a recognised framework.

Application	:	Applied
Explanation on application of the practice	:	The internal audit function is outsourced to Wensen, which is independent of the Group's operations and activities. The Wensen engagement team is free from any relationship or conflict of interest that could impair its objectivity and independence. Each internal audit assignment is led by a senior engagement lead who reports to the Executive Director of Wensen, and is staffed by three (3) to four (4) internal audit personnel, including the senior engagement lead. The internal audit team has no relationship with the Company and no conflict of interest, thereby ensuring that the objectivity and independence of the internal audit function are not impaired. The Executive Director of Wensen, Edward Yap Choon Wah, who is responsible for the internal audit of the Group, is a Fellow Member of the Association of Chartered Certified Accountants (ACCA), Chartered Accountant of the Malaysian Institute of Accountants (MIA), Chartered Member of the Institute of Internal Auditors Malaysia, and Practising Member of Institute of Singapore Chartered Accountants. The internal audit function is carried out in accordance with the Global Internal Audit Standards issued by The Institute of Internal Auditors. Further details of the internal audit activities are disclosed in the Statement on Risk Management and Internal Control of the Annual Report 2026.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 12.1

The board ensures there is effective, transparent and regular communication with its stakeholders.

Application	:	Applied
Explanation on application of the practice	:	The Board recognises the importance of keeping stakeholders and the wider investment community informed of all material business matters affecting the Group, and does so through the timely dissemination of information on the Group's performance and major developments via the following channels:- - the Annual Report and relevant circulars, which are published on the websites of the Company and Bursa Securities; - the convening of AGMs and/or Extraordinary General Meetings; and - the release of various disclosures and announcements, including quarterly financial results. The Board strictly adheres to the disclosure framework of Bursa Securities in providing investors and the public with accurate, complete and timely information and, where appropriate, goes beyond the minimum regulatory requirements. Confidential information is safeguarded and handled by authorised personnel to prevent leakage or misuse, and material information is announced promptly to ensure transparency and fairness in disclosure. Additionally, the upcoming 4th AGM of the Company or other general meetings also serve as another key avenue for shareholders to engage with the Company where they may raise questions and concerns or seek clarifications on the Company's business and reports from the Company Directors.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 12.2

Large companies are encouraged to adopt integrated reporting based on a globally recognised framework.

Application	:	Not applicable – Not a Large Company	
Explanation on application of the practice	:		
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.1

Notice for an Annual General Meeting should be given to the shareholders at least 28 days prior to the meeting.

Application	:	Applied	
Explanation on application of the practice	:	The notice of the Third Annual General Meeting (“3rd AGM”) was given to the shareholders at least twenty-eight (28) days before the 3rd AGM. The forthcoming 4th AGM of the Company will be held on 27 November 2026 and the Notice of the 4th AGM accompanying the Annual Report 2026 of the Company will be issued to the shareholders and advertised in a nationally circulated newspaper on 23 October 2026 (i.e., at least twenty eight (28) days prior to the date of the forthcoming 4th AGM). This also complies with the twenty-one (21) days’ notice requirement as required under the Act. By doing so, shareholders will have sufficient time to prepare and consider the resolutions that will be discussed and decided at the AGM and will be able to make informed decision when exercising their voting rights at the forthcoming 4th AGM. Each notice of general meeting sets out a detailed explanation of the proposed resolutions, together with any relevant background information, reports or recommendations where required, to give shareholders sufficient time to consider the resolutions and to make informed decisions when exercising their voting rights.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.2

All directors attend General Meetings. The Chair of the Audit, Nominating, Risk Management and other committees provide meaningful response to questions addressed to them.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	During the Company's 3rd AGM held on 7 October 2025, all the Directors attended the 3rd AGM of the Company, 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 Chairmen and members of the Board Committees, Senior Management and External Auditors were also present at the 3rd AGM to respond to questions raised by shareholders. During the proceedings of the 3rd AGM, the Chairman invited shareholders to raise questions pertaining to the Company's audited financial statements and the other agenda items tabled for approval at the meetings. All questions raised by the shareholders were answered and addressed accordingly. All the Directors of the Company will always endeavour to attend all general meetings and the Chairmen of the Board Committees will provide meaningful responses to questions addressed to them.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
Timeframe	:	Choose an item.

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.3

Listed companies should leverage technology to facilitate—

- voting including voting in absentia; and
- remote shareholders' participation at general meetings.

Listed companies should also take the necessary steps to ensure good cyber hygiene practices are in place including data privacy and security to prevent cyber threats.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	The 3rd AGM was held physically at Meeting Room, SSF Home Group Berhad, No. 6, Jalan Jurutera U1/23, Hicom-Glenmarie Industrial Park, 40150 Shah Alam, Selangor Darul Ehsan, Malaysia. Where possible, the Company will make an effort to conduct its general meetings at a venue that is easily accessible for the convenience of the shareholders. Shareholders who are unable to attend a physical general meeting are encouraged to appoint the Chairman or any other person(s) as their proxy(ies) to attend, participate, speak and vote on their behalf.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
Timeframe	:	Choose an item.

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.4

The Chairman of the board should ensure that general meetings support meaningful engagement between the board, senior management and shareholders. The engagement should be interactive and include robust discussion on among others the company's financial and non-financial performance as well as the company's long-term strategies. Shareholders should also be provided with sufficient opportunity to pose questions during the general meeting and all the questions should receive a meaningful response.

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i>			
Application	:	Applied	
Explanation on application of the practice	:	The Chairman recognises general meetings as a key platform for meaningful engagement with shareholders and for obtaining constructive feedback. The Company facilitated and encouraged shareholder participation at its 3rd AGM. The meeting provided shareholders with an update on the Company's performance and offered them an opportunity to ask questions and vote. All questions raised by the shareholders were answered and addressed accordingly.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.5

The board must ensure that the conduct of a virtual general meeting (fully virtual or hybrid) support meaningful engagement between the board, senior management and shareholders. This includes having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Questions posed by shareholders should be made visible to all meeting participants during the meeting itself.

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.</i>			
Application	:	Not applicable – only physical general meetings were conducted in the financial year	
Explanation on application of the practice	:		
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.6

Minutes of the general meeting should be circulated to shareholders no later than 30 business days after the general meeting.

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>		
Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	The minutes of the 3 rd AGM were not circulated to the shareholders. However, the Summary of Key Matters discussed at the 3 rd AGM was published on the Company's website at https://www.ssf.com.my/ . The Board believes that the Summary of Key Matters discussed is sufficient for shareholders' information.
		Please provide an alternative practice and explain how the alternative practice meets the intended outcome.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
Timeframe	:	Choose an item.

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PURSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA

Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

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