



EXPANDING  
**GREENER  
IMPACTS**

# ABOUT THIS REPORT

Samaiden Group Berhad (“Samaiden”) is pleased to present our Annual Report (“Report”) for the financial year ended 30 June 2025 (“FY2025”). This Report reflects our capability and commitment to creating sustainable value and better meeting the needs of our stakeholders.

This Report serves as a communication tool for our stakeholders regarding outlook and prospects as well as the key opportunities and risk mitigation techniques we are leveraging to deliver ongoing and creating sustainable value.

## SCOPE AND BOUNDARY

The Report covers the performance of Samaiden and its subsidiaries (“the Group”) across its operating footprint in the Southeast Asia which includes Malaysia, Singapore, Vietnam, Indonesia and Cambodia. The reporting period covered is from 1 July 2024 to 30 June 2025 unless stated otherwise.

This Report encompasses both financial and non-financial performance and achievements. It details out how we generate value for our investors and other stakeholders such as our employees, customers, supplier and the communities.

## REPORTING PRINCIPLE AND FRAMEWORK

This Report aims to demonstrate our commitment to accountability and transparency thereby strengthening the trust of our stakeholders.

This Report has been prepared in accordance with the following framework and guidelines:

- International Integrated Reporting Framework (2021)
- Bursa Malaysia Securities Berhad (“Bursa Securities”), Main Market Listing Requirements (“MMLR”), Sustainability Reporting Guide and Toolkits (3<sup>rd</sup> Edition) and Corporate Governance Guide (4<sup>th</sup> Edition)
- Malaysian Code on Corporate Governance (“MCCG”)
- Global Reporting Initiative (“GRI”) Standards 2021
- United Nations Sustainable Development Goals (“UN SDGs”)
- FTSE4Good Bursa Malaysia Index
- Industry best practices where relevant

## FORWARD-LOOKING STATEMENTS

This Report includes forward-looking statements that reflect the Group’s current directions, strategies, potential risks, risk mitigation techniques and performance. These statements and forecasts are based on current assumptions and circumstances, which are subject to change and involve inherent uncertainties. Readers are advised not to place undue reliance on these forward-looking statements as actual outcomes and results may vary due to various risk factors and unforeseeable market uncertainties.

# INSIDE THIS REPORT

## OVERVIEW OF SAMAIDEN

- 2 About Us
- 4 Our Global Presence
- 6 Corporate Structure
- 7 Corporate Information
- 8 Corporate Milestones
- 10 Awards and Recognition
- 11 Membership and Associations
- 13 Key Highlights FY2025

## STRATEGIC REVIEW

- 14 Chairman’s Statement
- 18 Management Discussion and Analysis

## SUSTAINABILITY STATEMENT

- 32 About This Statement
- 34 Our Sustainability Approach
- 35 Our Sustainability Governance
- 37 Our Stakeholder Engagement
- 40 Our Material Matters
- 42 Enhancing Long-term Economic Value
- 52 Fostering Environmental Resilience
- 63 Empowering Societal Advancement
- 82 Upholding Integrity in Governance
- 88 Global Reporting Initiative Content Index
- 93 ESG Performance Data

## GOVERNANCE

- 96 Board of Directors’ Profile
- 103 Key Management Profile
- 105 Corporate Governance Overview Statement
- 117 Statement on Risk Management and Internal Control
- 121 Audit Committee Report
- 123 Statement on Directors’ Responsibility
- 124 Additional Compliance Information

## FINANCIAL STATEMENTS

- 127 Directors’ Report
- 134 Statement by Directors
- 135 Statutory Declaration
- 136 Independent Auditors’ Report to the Members
- 140 Statements of Financial Position
- 142 Statements of Profit or Loss and Other Comprehensive Income
- 143 Statements of Changes in Equity
- 146 Statements of Cash Flows
- 149 Notes to the Financial Statements

## ADDITIONAL INFORMATION

- 193 Property held by the Group
- 194 Analysis of Shareholdings
- 197 Analysis of Warrantholdings

## NOTICE AND FORM

- 199 Notice of Sixth Annual General Meeting
- 205 Administrative Notes for the Sixth Annual General Meeting
  - Proxy Form



This Annual Report can also be downloaded as a PDF file or viewed at [www.samaiden.com.my](http://www.samaiden.com.my)

## EXPANDING GREENER IMPACTS

This progressive theme presents the holistic, boundless opportunities that Samaiden is looking to empower for its communities and the globe at large during the reporting year and beyond. With a key focus on digitalisation potential and sustainable development, Samaiden’s holographic hand activates its ‘green fingerprint’ core, building upon its central clean energy segments to achieve expanded impacts for all stakeholders, the environment and beyond.



# ABOUT US

The foundation of our principal subsidiary, Samaiden Sdn. Bhd., in 2013 marked the inception of what has evolved into Samaiden Group Berhad. Samaiden has further solidified its presence by becoming a company listed on Bursa Securities’ Main Market in 2023.

In response to the growing concerns about environmental sustainability, we have progressively expanded our portfolio and investments in clean energy initiatives. Today, we have transformed into a comprehensive clean energy services and solutions provider, with our primary focus on the Engineering, Procurement, Construction, and Commissioning (“EPCC”) of clean energy projects. These projects encompass a wide range of technologies, including Solar Photovoltaic (“PV”) systems, Biomass and Biogas systems, Battery Energy Storage Systems (“BESS”), Mini Hydro, Waste-to-Energy solutions, Green Hydrogen and much more.

Beyond our EPCC services, we play a pivotal role in delivering sustainable energy solutions. This includes providing clean energy and environmental consulting services, ensuring that our projects adhere to the highest standards of sustainability and environmental responsibility. Additionally, we offer comprehensive operations and maintenance services to ensure the continued efficiency and longevity of the energy projects we support.

As part of our long-term revenue strategy and commitment to sustainable growth, Samaiden also takes ownership and invests in clean energy assets and power plants. This strategic approach contributes to the diversification of our business and also aligns with our overarching goal of building a sustainable enterprise that actively contributes to a cleaner and more environmentally responsible future.

Amidst the paramount challenges facing our world, the spectres of global warming and climate change have ignited a transformative shift across all sectors, propelling the universal pursuit of carbon neutrality. The moment for transformation is upon us, as the relentless advancement and application of renewable energies take centre stage in the monumental energy transition.

Hand in hand with our esteemed clients and valued stakeholders, Samaiden embarks on a resolute mission to fuel the flames of sustainability aspirations.

## OUR VISION

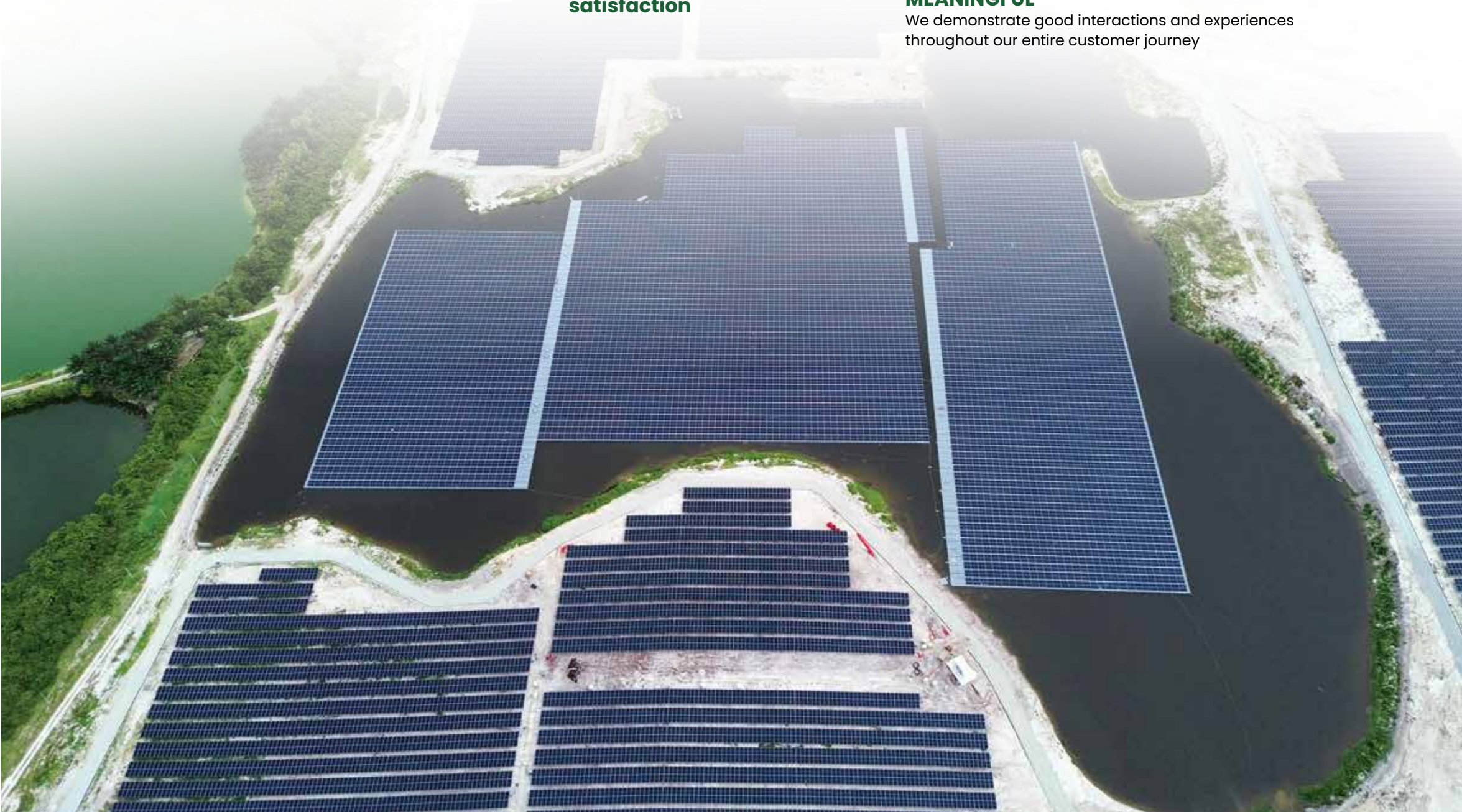
We strive to be the  
**game-changing Total  
Services and Solutions  
Provider in Clean Energy  
and Environmental  
Services**

## OUR MISSION

We seek to provide  
**the best Clean Energy  
solutions by fully  
committing to delivering  
the best quality services  
at an affordable price  
while ensuring customer  
satisfaction**

## OUR CORE VALUES

- SUSTAINABILITY**  
We provide innovative products and services that protect the environment for today and future generations
- ACCOUNTABILITY**  
We ensure that every project undertaken is delivered at the highest quality and adheres to all sets of rules and regulations
- MEANINGFUL**  
We demonstrate good interactions and experiences throughout our entire customer journey



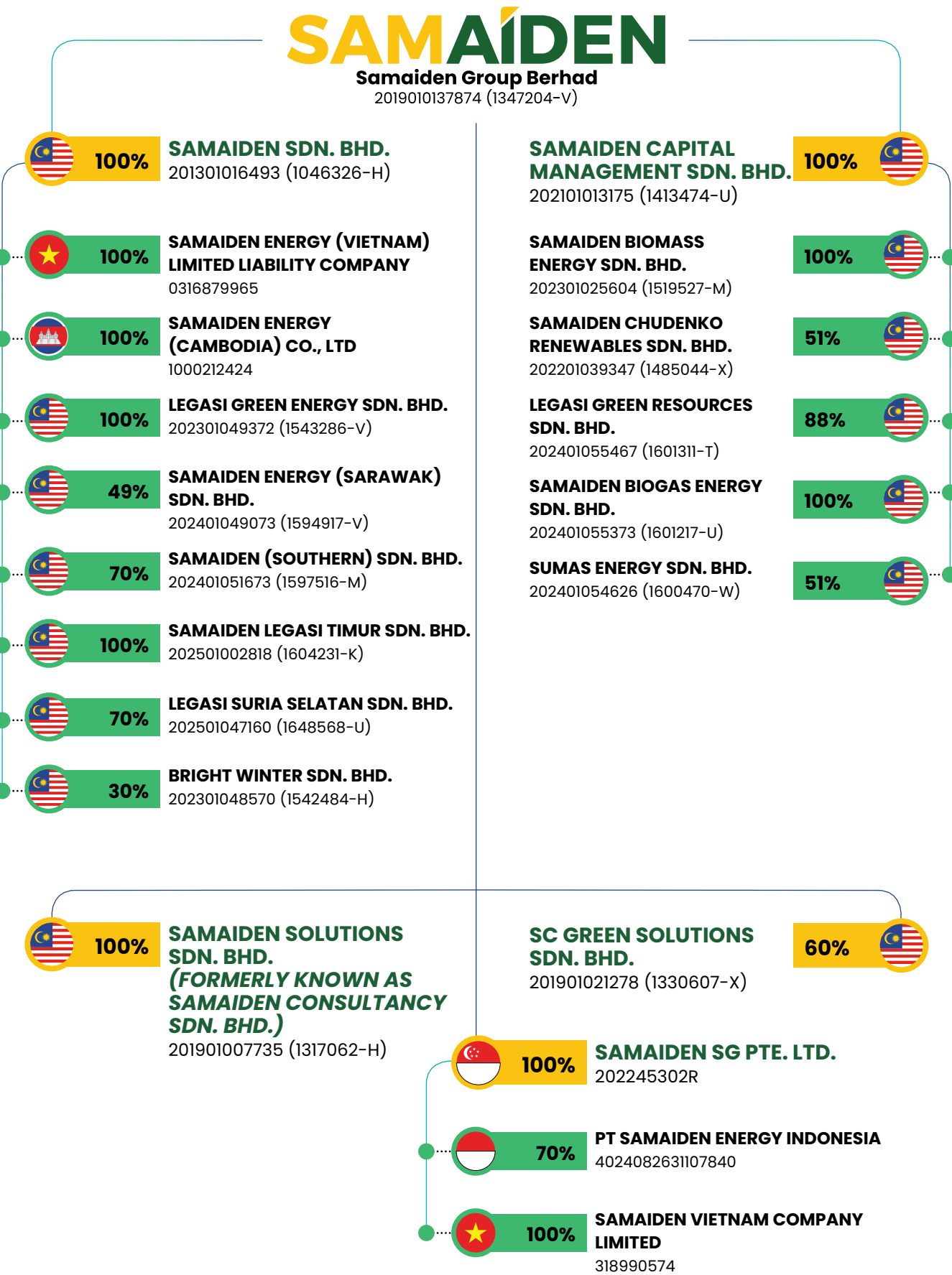


# OUR GLOBAL PRESENCE





CORPORATE STRUCTURE



CORPORATE INFORMATION

**BOARD OF DIRECTORS**

**Independent Non-Executive Chairman**  
Dato' Dr Nadzri Bin Yahaya

**Group Managing Director**  
Datuk Ir. Chow Pui Hee

**Executive Director**  
Fong Yeng Foon

**Independent Non-Executive Director**  
Lim Poh Seong

**Independent Non-Executive Director**  
Puan Sri Datuk Seri Rohani Parkash Binti Abdullah

**Independent Non-Executive Director**  
Ir. Dr Ng Kok Chiang

**Audit Committee**  
**Chairman**  
Mr. Lim Poh Seong  
**Member**  
Puan Sri Datuk Seri Rohani  
Parkash Binti Abdullah  
Ir. Dr Ng Kok Chiang

**Risk Management Committee**  
**Chairman**  
Ir. Dr Ng Kok Chiang  
**Member**  
Mr. Lim Poh Seong  
Puan Sri Datuk Seri Rohani  
Parkash Binti Abdullah

**Nominating Committee**  
**Chairperson**  
Puan Sri Datuk Seri Rohani  
Parkash Binti Abdullah  
**Member**  
Mr. Lim Poh Seong  
Ir. Dr Ng Kok Chiang

**Remuneration Committee**  
**Chairman**  
Ir. Dr Ng Kok Chiang  
**Member**  
Mr. Lim Poh Seong  
Puan Sri Datuk Seri Rohani  
Parkash Binti Abdullah

**Auditors**  
TGS TW PLT  
202106000004  
(LLP0026851-LCA)  
& AF002345  
Unit E-16-2B, Level 16  
ICON Tower (East)  
No. 1, Jalan 1/68F  
Jalan Tun Razak  
50400 Kuala Lumpur  
Tel. No.: (03) 9771 4326  
Fax No.: (03) 9771 4327

**Share Registrar**  
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  
Tel. No.: (03) 2783 9299  
Fax No.: (03) 2783 9222  
Email : [is.enquiry@vistra.com](mailto:is.enquiry@vistra.com)

**Registered Office**  
Third Floor, No. 77, 79 & 81  
Jalan SS21/60,  
Damansara Utama  
47400 Petaling Jaya  
Selangor  
Tel. No.: (03) 7725 1777  
Fax No.: (03) 7722 3668  
Email : [info@cospec.com.my](mailto:info@cospec.com.my)

**Stock Exchange Listing**  
Main Market of Bursa Malaysia  
Securities Berhad  
Stock Name : SAMAIDEN  
Stock Code : 0223

**Company Secretaries**  
Tea Sor Hua  
(MACS 01324)  
(SSM PC No. 201908001272)  
Winnie Goh Kah Mun  
(MAICSA 7068836)  
(SSM PC No. 202308000205)



## CORPORATE MILESTONE





## AWARDS AND RECOGNITION

### 2024



1. Malaysian Society for Occupational Safety and Health Silver Award
2. Energy Box-Clean Energy Contribution Enterprises

### 2023



3. Sin Chew Business Service Excellence 2023
4. Energy Box-Green Energy Prominent Women
5. Malaysia Book of Records

### 2022



6. The Star ESG Positive Impact 2022
7. IEM Award for Contribution to Engineering Industry in Malaysia 2022

### 2021



8. APVIA Awards Photovoltaic Application - Enterprise 2021

### 2020



9. Distinguished Representative of 3<sup>rd</sup> Women in Renewables of the Year Awards 2020 - Women in Renewables Asia

### 2018



10. Malaysia Excellence Business Award 2018
11. Star Outstanding Business Award 2018 - Best Green Initiative
12. Star Outstanding Business Award 2018 - Female Entrepreneur of the Year
13. Star Outstanding Business Award 2018 - Best in CSR
14. Lang International Corporate Titan Awards 2018

### 2017



### 2016



15. ASEAN Energy Awards 2017
16. Star Outstanding Business Awards 2017 - Best Green Initiative
17. Selangor Excellence Business Awards 2017
18. Malaysia International Business Awards 2017

19. SME 100 Award 2016 - Fast Moving Companies

## MEMBERSHIP AND ASSOCIATIONS

We value the partnerships built through our memberships and associations, which keep us updated on industry trends, expand our networks and provide opportunities to share expertise. Through these participations, we believe that we can play a pivotal role in shaping a sustainable future, propelling us forward on our journey towards a sustainable future.



### MALAYSIAN PHOTOVOLTAIC AND SUSTAINABLE ENERGY INDUSTRY ASSOCIATION ("MPSEA")

A non-profit organisation promoting Photovoltaic adoption in Malaysia by connecting manufacturers, developers, researchers and policymakers. It advances the solar sector through networking, conferences and workshops. Managing Director of Samaiden has been appointed as a committee member for the 2025-2027 term.



### FEDERATION OF MALAYSIAN MANUFACTURERS ("FMM")

Malaysia's leading economic organisation with over 4,000 members, advocating business-friendly policies and sustainable growth. It provides forums, seminars and working groups that offer policy insights, best practices and networking.



### FEDERATION OF PUBLIC LISTED COMPANIES BERHAD ("FPLC")

A collective voice for public listed companies, focusing on corporate governance, investor relations and sustainable practices. Samaiden's Group Managing Director has been appointed as Vice-President II, strengthening our role in FPLC's initiatives.



MEMBERSHIP AND ASSOCIATIONS (CONT'D)



THE ELECTRICAL AND ELECTRONICS ASSOCIATION OF MALAYSIA (“TEEAM”)

A national trade organisation representing the electrical and electronics (“E&E”) industries in Malaysia, encompassing manufacturers, contractors, consultants and distributors. TEEAM actively supports national development by assisting the Government in shaping policies and regulations for the E&E industries and engineering services. Through TEEAM, Samaiden engages in policy discussions, industry networking, technical training and knowledge-sharing to foster innovation.



MALAYSIA-CHINA CHAMBER OF COMMERCE (“MCCC”)

An organisation fostering bilateral trade, investment and cultural exchange between Malaysia and China. Samaiden’s involvement enhances collaboration with Chinese enterprises, supporting knowledge transfer and renewable energy growth.



MALAYSIA EXTERNAL TRADE DEVELOPMENT CORPORATION (“MATRADE”)

The national trade promotion agency supporting Malaysian companies in global markets. It provides trade facilitation, networking and international platforms. Through MATRADE, Samaiden can promote its clean energy solutions and explore opportunities to expand the market globally, contributing to Malaysia’s export growth and strengthening the nation’s recognition in renewable energy.

KEY HIGHLIGHTS FY2025

FINANCIAL HIGHLIGHTS	EESG HIGHLIGHTS
<div>Group Total Revenue</div> <div>RM <b>353.47</b> million</div> <div>(55.6% increase from FY2024)</div>	<div>FTSE4Good ESG Rating</div> <div><b>3 stars</b> ★★ ★</div>
<div>Earnings before interest, tax, depreciation and amortisation</div> <div>RM <b>31.13</b> million</div> <div>(26.8% increase from FY2024)</div>	<div>Economic</div> <div>Percentage of spending on local suppliers</div> <div><b>28.7</b>%</div> <div>Percentage of local suppliers</div> <div><b>95.0</b>%</div>
<div>Net profit after tax</div> <div>RM <b>20.08</b> million</div> <div>(24.6% increase from FY2024)</div>	<div>Environmental</div> <div>Total greenhouse Gas Emissions</div> <div><b>276.84</b> tonnes CO<sub>2</sub>e</div> <div>72.1%</div> <div>9.1%</div> <div>18.8%</div> <div>● Scope 1</div> <div>● Scope 2</div> <div>● Scope 3</div>
<div>Shareholders' Equity</div> <div>RM <b>167.60</b> million</div> <div>(24.7% increase from FY2024)</div>	<div>Social</div> <div>Percentage of employees by gender</div> <div>● Male <b>62.0</b>%</div> <div>● Female <b>38.0</b>%</div> <div>Voluntary turnover rate</div> <div><b>36.9</b>%</div>
<div>Earnings Per Share</div> <div><b>4.75</b> sen</div> <div>(20.9% increase from FY2024)</div>	<div>Total safe manhours</div> <div><b>1,806,211</b> hours</div> <div>Safety</div> <div>LTIF <b>0</b> TRIF <b>0</b></div>
<div>Return on Equity</div> <div><b>12.1</b>%</div>	<div>Corporate Governance</div> <div>Number of staff dismissed due to non-compliance with anti-corruption</div> <div><b>0</b></div> <div>Number of women on the Executive Committee</div> <div><b>33.0</b>%</div>



## CHAIRMAN'S STATEMENT

“

Dear Shareholders,

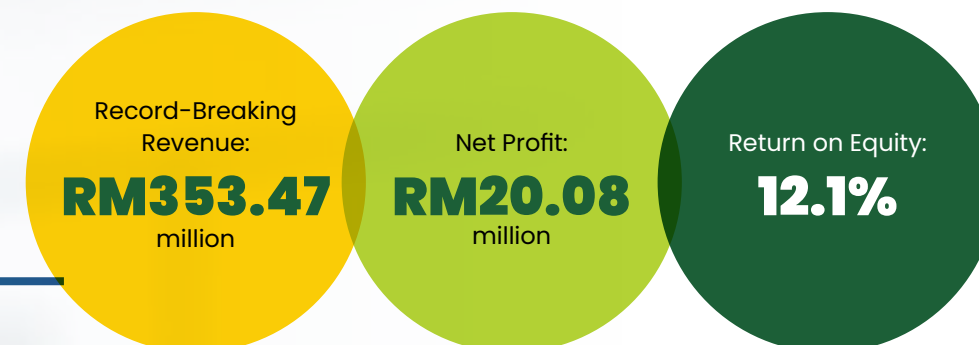
On behalf of the Board of Directors, it is my privilege to present Samaiden Group Berhad's Annual Report for the financial year ended 30 June 2025. It has been a year of meaningful progress for the Group as we strengthened our role in a global movement towards a more sustainable, low-carbon world. By staying focused on delivery, we have turned strategy into tangible results. We are proud to walk alongside our stakeholders in taking real steps to address climate change, while continuing to create long-term value for our shareholders.

”

**Dato' Dr Nadzri Bin Yahaya**  
Independent Non-Executive Chairman



## CHAIRMAN'S STATEMENT (CONT'D)



### REINFORCING OUR CORE AND ALIGNING WITH GLOBAL SHIFTS

FY2025 was a year of strategic growth. It was a year where we reinforced our core capabilities while aligning our trajectory with powerful global trends that are shaping the energy landscape. The transition towards a low-carbon global economy continues to accelerate, driven by climate policies, green financing mechanisms and rising stakeholder expectations. Record investments in clean energy and sustainable technologies signal that the transformation of global energy mix is both profound and irreversible.

However, this transition does not come without its challenges. In FY2025, the industry continued to face supply chain fluctuations, rising input costs and policy shifts that affected project timelines and investment decisions. These headwinds introduced a level of uncertainty that require agility in execution and innovation in solutions to remain competitive.

Samaiden has responded with clarity of strategy and purpose. Our approach centred on reinforcing the strength of our core business while ensuring that investments were made with prudence and foresight. We emphasised on efficiency and resilience in the way the Group operates, recognising that a disciplined financial position is essential for long-term growth.

At the same time, we accelerated our digitalisation agenda. Beyond improving internal processes, digital adoption is enabling Samaiden to withstand near-term volatility while positioning the Group to seize opportunities as the clean energy sector matures.

### DIVERSIFYING AND EXPANDING MARKET REACH

As clean energy adoption accelerates, Samaiden has strengthened its role across multiple renewable energy segments. In Malaysia, momentum is evident in both commercial and residential markets. Corporates are advancing their decarbonisation goals, while households are increasingly turning to solar as a sustainable and affordable solution.

A milestone during the year was our first solar engagement with a listed real estate investment trust. This project, involving rooftop installations across five shopping malls nationwide, reflects the confidence of institutional property players in Samaiden's ability to

deliver sustainable energy solutions. It also highlights the growing demand for clean energy that supports both ESG ambitions and promote sustainable energy use.

In parallel, we also established a strategic collaboration with Tan Boon Ming Sdn. Bhd. ("TBM"), a reputable consumer electronics and appliance retailer in Malaysia. By combining rooftop solar packages with simplified financing, this initiative makes clean energy more accessible to a broader segment of the population, accelerating adoption at the community level.

Beyond Malaysia, our presence in Cambodia and Indonesia continued to progress. These markets hold strong potential, with our deeper engagement positioning Samaiden to capture opportunities as clean energy demand grows across ASEAN.

While solar remains our core, FY2025 also signalled further diversification into bioenergy investment. Samaiden was among the successful bidders in SEDA Malaysia's Feed-in Tariff 2.0 ("FIT 2.0") programme, securing new projects in both biogas and biomass with a combined capacity of more than 16 MW. Once developed, these projects will contribute steady income streams and extend Samaiden's contribution to Malaysia's clean energy mix.



The signing of business collaboration agreement with TBM at Red Dot Festival 2025 in IOI Mall, Damansara



Discussion on the business opportunities in Cambodia



## CHAIRMAN'S STATEMENT (CONT'D)

## RESILIENT FINANCIAL PERFORMANCE AMID UNCERTAINTY

Despite a year shaped by economic headwinds and market volatility, Samaiden delivered positive growth and solid financial performance.

The Group achieved record revenue of RM353.47 million and net profit of RM20.08 million, reflecting both growth and financial discipline. Performance was driven by sustained momentum in our EPCC segment, alongside growing recurring income from Power Purchase Agreements and operations and maintenance services. These contributions strengthened earnings resilience and highlighted the benefits of a more diversified income base.

We closed the year with a healthy balance sheet, strong cash position and low gearing, supported by prudent capital management. As part of our long-term growth strategy, we tapped the Sukuk market through the issuance of tranches under our Sustainability Sukuk Programmes. This broadened access to Shariah-compliant financing and provided greater flexibility to pursue future opportunities. The positive reception from investors also reflected confidence in the Group's direction. Return on Equity stood at 12.1%, demonstrating our continued focus on generating sustainable value for shareholders.

With an unbilled order book of RM699.2 million, we have clear visibility of future revenue and a healthy pipeline to sustain growth momentum. To reward shareholders for their continued trust, the Board declared a first interim single tier dividend of 1.5 sen per ordinary share for FY2025, representing approximately RM6.28 million, which was paid on 31 December 2024. This distribution reaffirms the resilience of our performance during the year and reflects our confidence in Samaiden's long-term growth trajectory.

“By collaborating with established players in diverse sectors, we extend the reach of renewable solutions, accelerate deployment and create opportunities that are both impactful and commercially viable.”

## STRATEGIC ADVANCEMENTS AND GROWTH OUTLOOK

The accelerating energy transition continues to shape opportunities across our markets. Government policies and initiatives remain supportive. In Malaysia, programmes such as Corporate Renewable Energy Supply Scheme (“CRESS”) and Community Renewable Energy Aggregation Mechanism (“CREAM”) provide frameworks for corporates and communities to achieve their sustainability goals. Beyond Malaysia, momentum is building across ASEAN, where governments and industries are investing more actively in renewable solutions. Samaiden is well placed to respond and scale our impact.

In line with our long-term strategy, we are advancing growth through partnerships, acquisitions and the incorporation of new ventures. By collaborating with established players in diverse sectors, we extend the reach of renewable solutions, accelerate deployment and create opportunities that are both impactful and commercially viable. These partnerships also strengthen our ability to respond to evolving customer needs, making clean energy adoption more accessible across industries and communities.

Mergers and acquisitions provide another dimension to our strategy. Selective opportunities are being pursued with the aim of building scale, enhancing capabilities and entering adjacent segments that complement our core business. These efforts will broaden our service offerings and position Samaiden to capture emerging technologies that will define the next phase of the energy transition. We foresee more opportunities ahead as the transition gathers pace and remain positive about Samaiden's prospects in Malaysia and across ASEAN.

## DEEPENING OUR ESG COMMITMENT

Samaiden remains committed to transparency and accountability in our sustainability journey. Our efforts are guided by global frameworks such as the Global Reporting Initiative (“GRI”), while we continue to comply with Bursa Malaysia's enhanced Sustainability Reporting Guidelines. Looking ahead, we are preparing to align with the IFRS Sustainability Disclosure Standards (IFRS S1 & S2), which will further elevate the quality of our reporting to meet global expectations.

We recognise that consistent and aligned reporting frameworks are essential to reduce data fragmentation, build investor confidence and support the transition to a low-carbon economy. To this end, Samaiden is actively reinforcing internal systems, data processes, and governance oversight to ensure the quality and integrity of our future disclosures.

Our commitment to ESG goes beyond compliance. We view it as a strategic driver of innovation, resilience and stakeholders trust as we continue building a sustainable and future-ready organisation. In June 2025, Samaiden earned a spot in the FTSE4Good Bursa Malaysia (“F4GBM”) Index and the FTSE4Good Bursa Malaysia Shariah (“F4GBMS”) Index for the first time, a resounding affirmation of our commitment to sustainable and responsible business practices.

## CHAIRMAN'S STATEMENT (CONT'D)



## OUR PEOPLE, OUR STRENGTH

The achievements of FY2025 would not have been possible without the commitment of our people. Their ability to take on new challenges and deliver consistently has been central to Samaiden's progress. As the industry grows more competitive, it is vital that we remain agile and responsive to change. Our focus is on creating a workplace where every employee has the opportunity to grow, develop new skills and be ready for the future.

We placed emphasis on developing leadership and building professional expertise within the organisation. A highlight was the ‘Lead with Impact’ programme, which was designed to prepare young talents for future leadership roles and ensure a strong succession pipeline. Beyond leadership, we recognise that long-term performance is closely tied to employee engagement and well-being. These are being developed through team building and wellness initiative, fostering

a workplace where people feel motivated and values remain central.

These efforts target to strengthen inclusivity and create a greater sense of belonging, which in turn will help us maintain a stable and committed workforce. Looking ahead, we are preparing our workforce for the next phase of growth. By strengthening training, enhancing digital skills and providing exposure to regional projects, we aim to equip our people to contribute more meaningfully to Samaiden's journey in Malaysia and the wider region.

## GRATITUDE AND COMMITMENT

This year marks the 5<sup>th</sup> anniversary of our listing on Bursa Malaysia, a milestone made possible by the confidence placed in us and the collective effort of all who stand with the Group. On behalf of the Board, I extend my sincere appreciation to our shareholders, clients, partners, communities and

regulators for the trust and support that have guided Samaiden's journey.

A special note of appreciation goes to our management team and employees whose dedication and professionalism drive our progress, and my fellow Directors whose insight and guidance continue to steer Samaiden forward. We remain focused on sustainable growth, creating long term value and advancing Malaysia's clean energy transition.

**Dato' Dr Nadzri bin Yahaya**  
Independent Non-Executive  
Chairman



We are preparing to align with the **IFRS Sustainability Disclosure Standards (IFRS S1 & S2)**, which will further elevate the quality of our reporting to meet global expectations.



MANAGEMENT DISCUSSION AND ANALYSIS



OVERALL BUSINESS REVIEW

Malaysia’s energy transition advanced meaningfully during the year under review, shifting from policy intent to delivery. Under the National Energy Transition Roadmap (“NETR”), the country reaffirmed its commitment to clean energy as a central pillar of the future generation mix, with solar taking a leading role complemented by other renewable sources, supported by structured programmes that provide long-term visibility and confidence for investors. In FY2025, Malaysia’s progression toward a carbon-resilient future has been propelled by the Large-Scale Solar 5 (“LSS5”) programme, setting in motion a multi-year development cycle of about 2 GW slated for operation from 2027. The subsequent launch of Large-Scale Solar 5+ (“LSS5+”) doubled this trajectory with an additional 2 GW. Collectively, the 4 GW allocation stands as a monumental undertaking, signalling the country’s resolute drive to accelerate clean energy deployment and advance its pathway towards net-zero emissions target by 2050.

Effective 1 July 2025, tariff mechanics also evolved with the introduction of the Regulatory Period 4 (“RP4”) base tariff, introduced more granular price signals to encourage on-site generation and efficient energy management, laying the groundwork for future battery storage opportunities. Complementing solar-led programmes, Feed-In Tariff 2.0 (“FiT 2.0”) opened 190 MW of 2025 e-bidding quotas (biogas, biomass and small hydro), signalling continued diversification of renewable supply with firming capacity. All of this unfolded against a backdrop of record peak demand and an increasingly energy-intensive economy, underscoring the urgency of timely new capacity and grid readiness.



Total Revenue  
**RM353.47** million



Net Profit  
**RM20.08** million



Earnings Per Share  
**4.75** sen

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

These policies and market context created a clear opportunity set alongside distinct execution challenges. In terms of opportunities, Large Scale Solar (“LSS”) programme provides a multi-year utility-scale runway with bankable offtake; the maturing Self-Consumption (“SELCO”) framework is catalysing Commercial and Industrial (“C&I”) adoption as businesses hedge tariff exposure and decarbonise operations; and the gradual integration of storage is opening pathways to manage peaks and improve asset yields. In terms of challenges, projects of utility-scale and rooftop segments must now be calibrated with greater precision to the contours of each customer’s load profile to safeguard paybacks. Interconnection scheduling has surfaced as a decisive gating factor for major sites, reflecting the grid’s recalibration for deeper renewable penetration. Meanwhile, the turbulence of global commodity markets and shifting foreign exchange (“FX”) rates demand heightened rigour in procurement and contracting. Given these dynamics, the weight of higher financing costs increasingly distinguishes developers that demonstrate disciplined cost stewardship, assured execution, and resilient balance-sheet architecture.

Clearer policies and accelerating renewable adoption created a favourable backdrop for the industry in FY2025. As an integrated clean energy solutions provider and renewable assets owner, Samaiden capitalised on this environment by translating policy clarity and sector momentum into measurable results. The Group secured long-dated revenue visibility through the signing of a 21-year Power Purchase Agreement (“PPA”) under LSS5 and LSS5+, further strengthening the order book while capitalising on standardised designs, procurement efficiencies and repeatable site management practices. Within the context of C&I, the Group leaned into the SELCO transition with bespoke, storage-ready proposals that optimise on-site consumption and protect customer economics under evolving tariff structures. Across the portfolio, project controls, supplier frameworks and digital monitoring supported schedule adherence and cost discipline, even as the operating backdrop featured currency volatility and competitive tendering.

Our financial performance delivered another year of robust growth, reflecting our ability to capture policy tailwinds and execute at scale. Revenue climbed to RM353.47 million, marking a 55.6% year-on-year expansion from RM227.19 million, propelled by

accelerated billings from utility-scale projects and steady traction in the C&I segment as NETR-driven demand gathered pace. Net profit advanced 24.6% to RM20.08 million, with margins holding at 5.7%, reflecting disciplined procurement, productivity gains at site level and proactive margin management that helped counterbalance elevated funding costs and intensifying bid competition. Earnings per share rose to 4.75 sen, compared with 3.93 sen a year earlier, while the Board lifted the dividend payout ratio to 31.3% from 18.2%, signalling confidence in the earnings trajectory while retaining headroom to reinvest for future expansion. On the operational front, Samaiden sustained a culture of safety, quality and cost discipline, ensuring consistent delivery across workstreams. At the same time, the expansion of our operations and maintenance franchise enhanced recurring income visibility and strengthened client relationship across the asset lifecycle.

Looking ahead, momentum continues to build in the energy transition. LSS5 secures long-term visibility for utility-scale deployment. SELCO is quickening the pace of C&I adoption as RP4 price signals heighten the advantage of on-site generation and smarter load shaping. FiT 2.0, in turn, is widening the spectrum of renewable resources that underpin grid stability. The Group remains mindful of execution risks such as interconnection timelines and cost variability, as well as financial risks from FX fluctuations and changing financing conditions. These are managed through disciplined procurement, phased drawdowns, and storage-ready designs. With a secured pipeline, proven delivery capabilities, and a disciplined operating model, Samaiden is well placed to scale responsibly and create long-term value as energy transition moves from planning to implementation.





## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### BUSINESS & OPERATIONS REVIEW

Samaiden operates as an integrated clean energy solutions provider with capabilities in consultancy, EPCC, Operation and Maintenance (“O&M”) and selective asset ownership. By spanning the full project lifecycle, we serve as a trusted partner for clean energy deployment. Our business model is built on three strengths: delivering large-scale projects, sustaining long-term customer relationships through lifecycle services and generating revenue from clean energy asset development.

In FY2025, our operations continued to be anchored by the EPCC segment, which remained the largest contributor to Group revenue. Growth was supported by the steady build-out of utility-scale solar capacity under the Corporate Green Power Programme (“CGPP”) and sustained demand from the C&I segment. During the financial year, we secured several landmark contracts, strengthening our market position and enhancing our order book visibility. These included a RM100.75 million contract for a 27.6 MWac solar farm in Kelantan, a RM45 million contract for a 9.99 MWac facility in Kedah, a RM108.6 million project for a 29.99 MWac solar farm in central Peninsular Malaysia, and a RM290 million award for a 95 MWac solar plant in Perak. In total, our utility-scale solar portfolio amounted to approximately 132.59 MWac worth RM435.75 million, contributing to a record-high order book of RM699.2 million. This order book, equivalent to more than twice of FY2024 revenue, depicts the Group’s strong execution track record and its positioning to benefit from the national renewable energy pipeline.



**Growth was supported by the steady build-out of utility scale solar capacity and sustained demand from the C&I segment.**

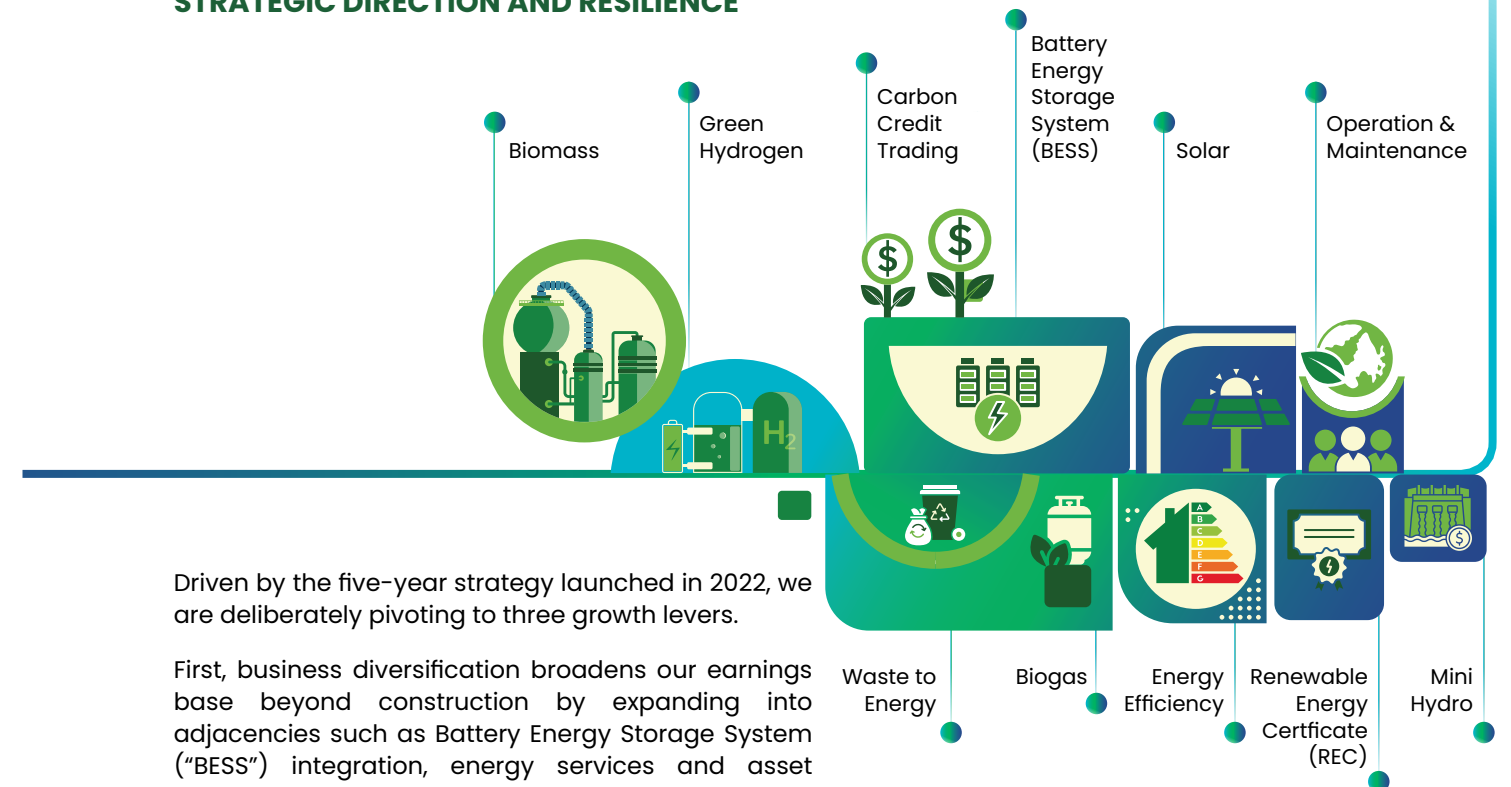


Operationally, we navigated sector wide challenges that included supply chain constraints, rising input costs and tighter project timelines. These pressures were mitigated through advanced procurement planning, supplier diversification and disciplined site management. We also invested in project management tools and digital monitoring platforms that provided real-time visibility across multiple workstreams. These systems enabled us to reduce schedule variance, improve cost predictability, and capture efficiencies across projects, ultimately supporting stronger margins and laying the foundation for economies of scale as our portfolio expands.

Alongside the solid progress achieved in winning EPCC projects, we made deliberate progress in expanding our renewable asset portfolio, reflecting our strategic intent to grow recurring income streams and establish a presence as an integrated investor-operator. In December 2024, we were awarded a 99.99 MWac solar project in Kelantan under LSS5 and subsequently signed a 21-year PPA with Tenaga Nasional Berhad. To support future expansion, we are in progress of acquiring 185.6 hectares of land in Teluk Intan, Perak, earmarked for utility-scale solar development. Most recently, we secured rights to co-develop a 99.99 MWac solar farm in Segamat, Johor, under the LSS5+ cycle. These milestones lifted our renewable pipeline, positioning Samaiden for sustained growth in asset-backed earnings.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### STRATEGIC DIRECTION AND RESILIENCE



Driven by the five-year strategy launched in 2022, we are deliberately pivoting to three growth levers.

First, business diversification broadens our earnings base beyond construction by expanding into adjacencies such as Battery Energy Storage System (“BESS”) integration, energy services and asset management, as well as pursuing partnerships and selective Merger and Acquisition that accelerate capability build-out or unlock bankable pipelines. This widens our addressable market, enhances our ability to originate or participate in PPAs, and increases the share of recurring and service-linked revenue.

Second, our clean energy solutions positioning deepens lifecycle offerings. By extending beyond EPCC into feasibility studies, O&M and performance optimisation, we enhance customer lifetime value, increase attach rates for O&M and storage opportunities and defend margins through differentiated contracts. Central to this approach is digital monitoring and analytics, enabling a shift from project-focused scopes to outcome-based engagements.

Third, international collaboration offers a regional growth option. By co-developing with established

players across Southeast Asia, we gain access to new markets with lower entry risk, import technology and execution know-how and recycle capital more efficiently. This strategy creates a second growth engine alongside Malaysia, while diversifying counterparties and regulatory exposure.

Together, these strategic pillars are supported by disciplined execution and operational resilience. They are designed to scale our business, strengthen cash flow quality and sustain earnings. Our integrated model positions us to capture opportunities across the energy transition. With a growing asset pipeline, strong EPCC track record and a clear diversification strategy, we are well placed to deliver sustainable shareholder value while supporting Malaysia’s and the region’s decarbonisation journey.



## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### EPCC SERVICES AND SOLUTIONS

EPCC remains the heartbeat of our business, not only sustaining revenues but also shaping Samaiden's reputation as a builder of scale in Malaysia's clean energy journey. In FY2025, the group marked the completion of another key utility-scale project with capacity of 50 MWac located at Kulim, Kedah.



Following this, progress also advanced on the 50MWac solar project developed by Nur Power Sdn. Bhd., where Samaiden serves as one of the EPCC partners. The project successfully achieved its Initial Operation Date during the year, marking the completion of construction and grid-connection milestones. It is now in the final phase toward Commercial Operation Date, with performance testing and optimisation works underway. This milestone reflects Samaiden's continued strength in project delivery and technical coordination across large-scale solar developments.

In the pipeline, five utility-scale solar projects are progressing towards delivery, representing a combined capacity of more than 156 MWac and a contract value exceeding RM526 million. Each project reflects our execution strength and role in advancing the nation's energy transition.

In Negeri Sembilan, construction is underway on the Bahau Power 10.00 MWac solar project, demonstrating our ability to mobilise quickly and meet developer timelines. In Kedah, progress continues on the Legasi Green Power 14.00 MWac facility, targeted for completion in 2025, while the

PAXS Renewable 9.99 MWac plant is advancing through approvals with completion expected in 2026. In Kelantan, the GVU Fajar Timur 27.60 MWac solar project has kick-started, while in Perak, the 95 MWac Unique HEB Energy development is progressing through its initial stages. Both projects, scheduled for completion in 2027, form the largest share of our pipeline and are expected to add significant scale to the Group's project portfolio.

Behind these numbers is an execution model that has evolved with industry dynamics. Supply chains remain volatile, but our procurement teams have secured major equipments ahead of schedule. Rising costs continue to pressure margins, yet suppliers diversification and tighter digital controls keep projects on track. Most importantly, the deployment of real-time project monitoring has given us visibility across multiple work fronts simultaneously, reducing variance, improving predictability, and enabling economies of scale as the order book builds.

These projects, spanning from 2025 to 2027, represent not only a secured pipeline of revenues but also the foundation for our next phase of growth. With each megawatt delivered, Samaiden strengthens our role within the nation's clean energy infrastructure, positioning the Group as a long-term partner to clients, communities and the grid.

In addition to these external projects, the Group continues to develop own grid-connected clean energy assets, which are detailed in the subsequent section.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### RENEWABLES ASSET DEVELOPMENT

Asset ownership gained traction in FY2025, moving beyond an emerging initiative into a meaningful pillar of the Group's business model. This shift reflects Samaiden's deliberate strategy to complement project-based EPCC revenue with recurring, asset-linked income that enhances earnings visibility and portfolio resilience.

During the year, the development pipeline expanded to more than **260 MW**, with an effective ownership interest of **193.71 MW**, spanning projects across Kedah, Perak, Kelantan, Johor and Terengganu. This expansion marks a significant milestone for the Group, establishing a diversified base of renewable assets that will underpin long-term contracted revenue streams.

Two flagship projects in the pipeline are the 99.99 MWac solar project under LSS5 in Kelantan and the 99.99 MWac solar project under LSS5+ in Johor, both scheduled for commercial operation in 2027. Supported by long-term PPAs, these projects represent the largest capacity secured in the Group's history. Upon completion, they will provide multi-decade revenue visibility and stable cash flows, while showcasing Samaiden's ability to originate, structure and deliver large-scale, multi-year renewable energy infrastructure. These developments not only enhance the Group's earnings profile but also position Samaiden among the leading asset owners in Malaysia's clean energy sector.

Near-term growth will be delivered by 13.42 MWac solar development under CGPP in Kedah and 29.90 MWac solar development under CGPP in Perak. For the 13.42 MWac project, progress has advanced through detailed engineering, major equipment scheduling and initial site mobilisation in line with utility requirements, marking the transition from planning to physical execution. For the 29.90 MWac project, engineering has been substantially completed, pre-construction activities have been sequenced and procurement timelines aligned with interconnection milestones, ensuring readiness for the construction phase. Both projects are expected to complete in accordance to the targeted completion date and are expected to generate predictable income streams from the outset. Upon commissioning, they will contribute stable contracted revenues under long-term PPAs and enlarge the Group's post-COD O&M base, supporting higher availability, yield optimisation and data-driven performance improvements.

In parallel, the Group's rooftop asset portfolio continued to progress in FY2025, highlighted by the successful securing of rooftop solar PPAs of 5 MWp. This reinforces Samaiden's position as a trusted clean energy



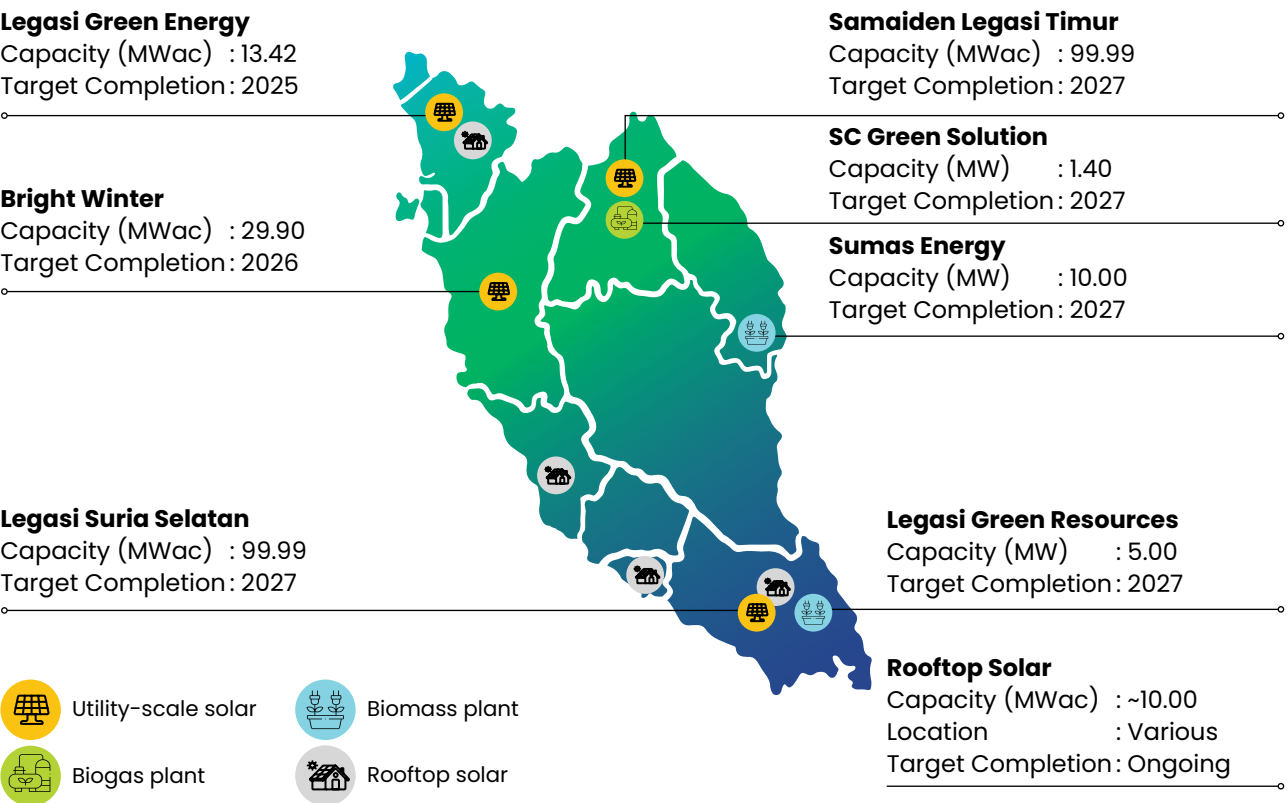
partner and expands our portfolio of C&I solar projects that deliver long-term value to both clients and the Group. Overall, the rooftop solar portfolio under NEM/SELCO has accumulated to approximately 10.00 MWac across various locations and continues to grow. The C&I rooftop segment plays a vital role in supporting businesses through the energy transition while diversifying the Group's income streams across clean energy asset classes.

Beyond solar, Samaiden has also secured additional diversification projects under FiT2.0, including 1.40 MW biogas in Kelantan, 5.00 MW biomass in Johor and 10.00 MW biomass in Terengganu. These projects strengthen the Group's foray into firming capacity beyond variable renewables, broadening the portfolio and reinforcing long-term earnings stability. By adding biogas and biomass assets, Samaiden is well-positioned to contribute to Malaysia's clean energy mix while capturing opportunities in emerging sectors of the green economy.

Delivery is being managed with disciplined capital deployment and ring-fenced structures that preserve financial position flexibility. Funding will continue to be matched to project risk profiles and timing, including consideration of green and Islamic instruments where appropriate. Over the next twelve months the focus remains on closing remaining permits, locking long lead equipment, sequencing site works to utility schedules and finalising operating phase service frameworks that maximise availability and yield. As these assets transition from construction to operation, the combination of contracted cash flows and embedded operations and maintenance revenues is expected to improve earnings quality, deepen counterparty relationships and support a balanced approach to reinvestment and shareholder returns.



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)



FINANCIAL PERFORMANCE REVIEW

5-YEARS FINANCIAL HIGHLIGHTS

Indicators	FY2021	FY2022	FY2023	FY2024	FY2025
Revenue (RM'000)	53,449	150,723	170,797	227,192	353,470
Profit After Tax ("PAT") (RM'000)	5,919	11,928	10,051	16,110	20,076
Total Assets (RM'000)	78,676	169,104	194,506	207,247	570,973
Total Liabilities (RM'000)	29,931	82,940	96,573	72,822	403,373
Shareholders' Equity (RM'000)	48,745	86,164	97,933	134,425	167,601
Cash & Cash Equivalents (RM'000)	32,830	69,008	96,621	121,414	176,714
PAT Margin (%)	11.1	7.9	5.9	7.1	5.7
Earnings Per Share (sen)	1.71	3.21	2.61	3.93	4.75

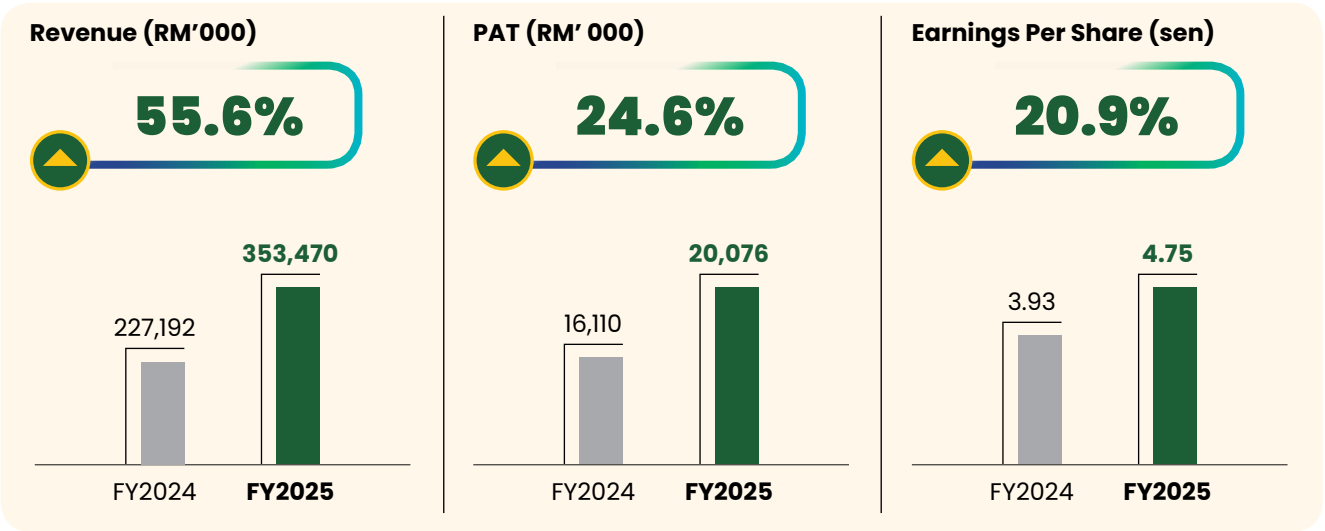
Over the past five financial years, Samaiden has demonstrated a clear growth trajectory, with revenue rising more than sixfold from RM53.45 million in FY2021 to RM353.47 million in FY2025, underpinned by expansion into utility-scale projects and steady commercial and industrial demand. Profit after tax grew from RM5.92 million to RM20.08 million over the same period, though margins narrowed from 11.1% to 5.7% as competitive bidding, higher financing costs and project mix weighed on profitability despite operational efficiencies.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

REVENUE AND PROFITABILITY

Samaiden delivered another year of solid growth, reflecting effective conversion of our order book and disciplined execution across utility-scale and C&I workstreams. For the financial year ended 30 June 2025, we recorded revenue of RM353.47 million, representing a 55.6% increase from the previous year's RM227.19 million. Revenue growth was primarily contributed by EPCC services and asset ownership. Out of the 98% of revenue from EPCC services, LSS and CGPP collectively contributed about 70% of total revenue while the C&I and residential rooftop solar segment accounted for approximately 30%. Meanwhile, our own asset investment associated with O&M and others contributed the remaining 2%, providing recurring income that complemented project-based earnings.

The Group's performance reflects the continued expansion of our EPCC business, which remains the cornerstone of Samaiden's growth strategy. our capability to deliver complex renewable energy developments efficiently and at scale, reinforcing our position as a trusted partner in Malaysia's energy transition. At the same time, Samaiden is advancing towards a more integrated business model that combines project delivery with strategic asset investments to generate recurring income and strengthen long-term value creation. This balanced approach, blending our strength in providing EPCC support with ownership participation, is central to our aspiration of evolving into a total renewable energy player with capabilities spanning project development, investment and operations.



Samaiden recorded a PAT of RM20.08 million for financial year ending 2025, reflecting a 24.6% increase from RM16.11 million in the previous financial year. The improvement in earnings was driven by the completion and steady progress of LSS, CGPP and C&I rooftop segment. The group also benefited from declining solar panel prices, which contributed to better project cost efficiency and enhanced gross margins. In addition, effective project management, tighter cost control, and improved site productivity enabled the Group to deliver projects on schedule while maintaining profitability amid an increasingly competitive market environment. Recurring income from O&M and the Group's strategic asset investments further strengthened earnings resilience.

Looking at the orderbook value of RM699.20 million, it would provide solid revenue visibility for the upcoming financial year. The Group has secured over numerous sizeable EPCC projects with a potential combined installed capacity exceeding 250 MW, mainly comprising works under the CGPP, LSS5 and C&I segments. Additional revenue contributions are expected from LSS5+ and BESS projects that are currently under development and tender evaluation. We remain focused on the timely conversion of its order book, supported by efficient project management, cost control, and resource planning to maintain delivery performance and margin stability.



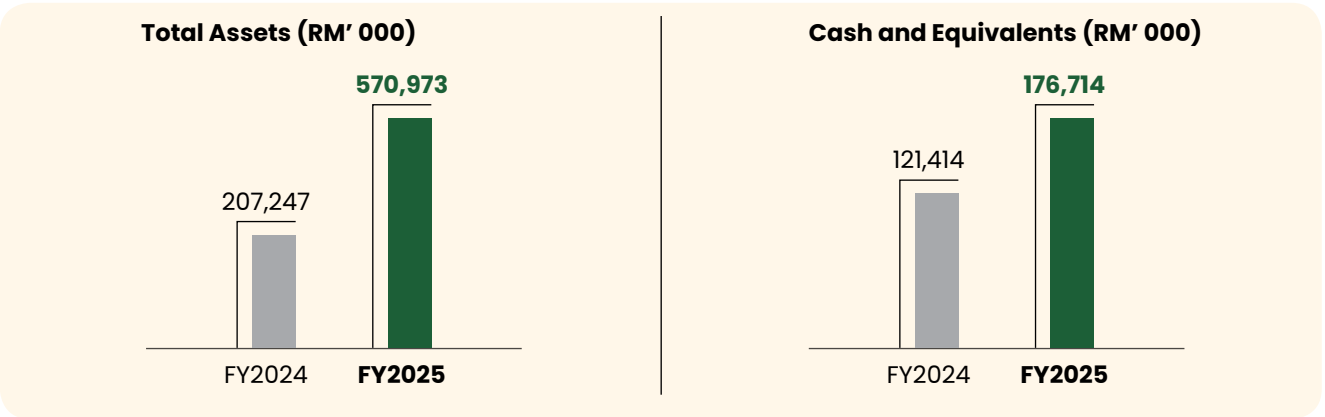
## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### FINANCIAL POSITION

The Group's financial position remained healthy with strengthened equity and robust liquidity. Total assets rose to RM570.97 million compared to RM207.25 million in June 2024, reflecting higher receivables from project billings, increased short-term investments, and enlarged cash holdings.

As at 30 June 2025, the Group's Cash and bank balances stood at RM35.69 million, complemented by RM29.73 million in fixed deposits and RM141.43 million in short-term investments. After deducting

fixed deposits pledged and overdraft with banks amounting to RM29.73 million and RM0.41 million respectively, the Group maintained a strong cash and cash equivalents position of RM176.71 million. In aggregate, liquid funds amounted to RM206.44 million significantly improving financial flexibility and supporting near-term working capital for ongoing EPCC projects. This strong liquidity position underpins the Group's ability to meet obligations, fund project execution and selectively pursue investment opportunities.



Trade and contract payables increased in tandem with the higher level of project execution during the year, reflecting greater work-in-progress and procurement activities under large-scale EPCC contracts, particularly those within the LSS and CGPP portfolios. The increase was matched by growth in trade receivables and project-related assets, driven by active construction progress across multiple sites. These balances are expected to reduce progressively as project milestones are completed and collections are realised. The movement in working capital reflects the Group's expanding project scale, efficient management of procurement cycles, and prudent liquidity planning to support continuous execution across its order book.

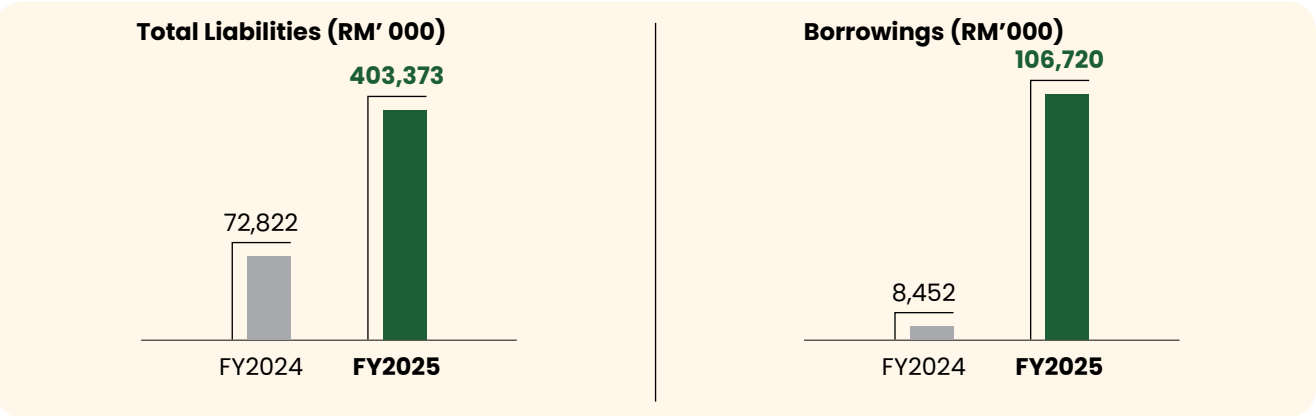
### DEBT AND LEVERAGE

As at 30 June 2025, total borrowings stood at RM106.72 million, contributing to total liabilities of RM403.37 million. This translated into a gross gearing ratio of 0.64x, representing a significant increase compared to the previous financial year. The rise in gearing was mainly due to the issuance of Sukuk Islamic Medium Term Notes ("IMTN") and Islamic Commercial Papers ("ICP") facilities, coupled with equity injection into the Group's own grid-connected clean energy project, consistent with Samaiden's strategy to expand our asset ownership portfolio and enhance recurring income visibility.

The Group remains committed to ensuring that gearing levels are proportionate to project cash flows and supported by tangible assets, thereby preserving financial position resilience. Green financing is viewed as a strategic enabler that allows the Group to accelerate participation in Malaysia's renewable energy transition while maintaining a disciplined capital structure and long-term financial stability.

Together with retained earnings of RM66.67 million, this demonstrates Samaiden's ability to finance growth primarily through internal resources and prudent capital management, while preserving financial flexibility to navigate market uncertainties.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)



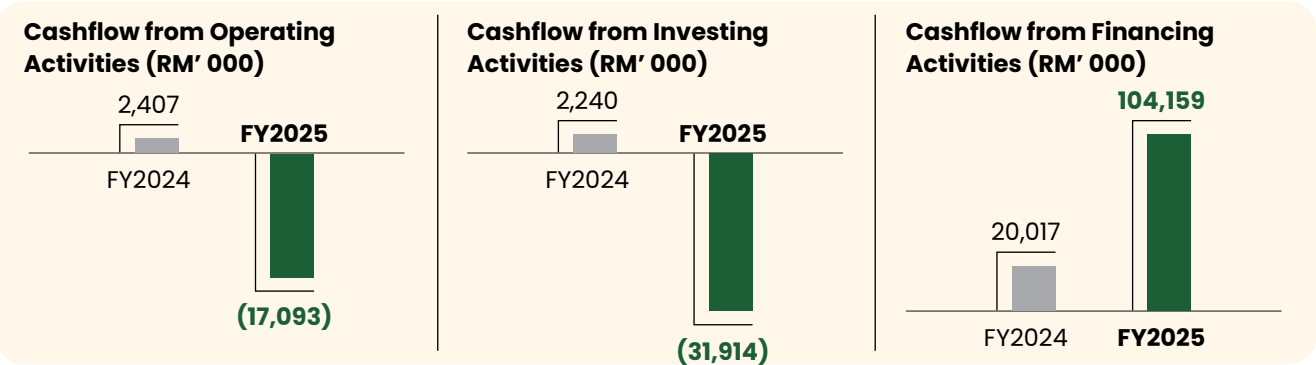
### CASH FLOW FROM OPERATING, INVESTING AND FINANCING ACTIVITIES

In FY2025, the Group recorded net cash used in operating activities of RM17.09 million, compared to a net inflow of RM2.41 million in FY2024. The adverse movement was mainly attributable to the progressive billing structure of the EPCC business, where receivables rose significantly in line with revenue growth, resulting in higher working capital requirements. Although increases in payables and contract liabilities provided some offset, operating cash flow was negative for the year.

Net cash used in investing activities widened to RM31.91 million from an inflow of RM2.24 million a year earlier. The outflow mainly reflected fixed deposit

placements with licensed banks and higher capital expenditure undertaken to support expansion, underscoring the Group's continued reinvestment into capacity and project-related assets.

Meanwhile, net cash generated from financing activities increased sharply to RM104.16 million compared to RM20.02 million in FY2024. The stronger inflows were primarily attributable to long-term funding secured through the issuance of Islamic Medium-Term Notes and proceeds from new share capital, partly offset by dividend distributions, interest payments and lease repayments.



As a result, the Group recorded a net increase in cash and cash equivalent of RM55.30 million in FY2025, after accounting for foreign exchange effects. Cash and cash equivalents closed at RM176.71 million compared to RM121.41 million in FY2024, reflecting the Group's ability to mobilise funding to support project execution and future growth.



## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### INDUSTRY OUTLOOK AND PROSPECTS

#### GLOBAL MARKET OUTLOOK

Global conditions are turning more supportive for long-duration infrastructure as the energy transition moves from intent to delivery. Inflation has eased from its peak in major economies, supply-chain lead times have normalised, and benchmark interest rates appear past their highs even if the decline is likely to be gradual. For clean energy developers and contractors, stabilising equipment prices and clearer financing costs lift underwriting confidence, while lenders continue to allocate to contracted clean-energy assets as a defensive, income-producing class. Electrification is also accelerating. Data-centre build-outs, industrial reshoring and the decarbonisation of transport are pushing electricity demand higher and turning non-emitting capacity additions into a system priority rather than a discretionary policy choice.

Within this backdrop, the sector is entering a scale phase. Solar remains the leading source of annual capacity additions due to cost and deployability, and utility-scale projects are increasingly paired with BESS to firm output, shift energy into evening peaks and reduce curtailment. Corporate procurement stays resilient as large energy users hedge price volatility, meet Scope 2 targets and demand credible, traceable certificates of origin, especially for data-centre and advanced manufacturing loads that require predictable supply.

Supply dynamics have reset. The decline in module prices through 2024 has improved project feasibility, yet it has also introduced new considerations. China's recent "anti-involution" policy has prompted some unease in global markets, particularly around the potential for industry consolidation and shifts in export

#### INDUSTRY PROSPECTS

Malaysia has set a clear course for its energy transition, anchored by the NETR and the pledge to achieve net zero emissions by 2050. The government's direction is shaped around raising clean energy's share in the national generation mix, ensuring energy security, modernising the grid for higher penetration of variable resources, and enabling new investment flows into clean energy. Policy clarity and the sequencing of programmes have provided the foundation for industry participants to commit capital, build capabilities and expand their pipelines. Beyond the NETR, broader government reforms are also shaping the operating environment. Recent budget measures, including e-invoicing adoption



practices. These developments reinforce the need for careful supplier selection, diversified sourcing, and strong warranty frameworks. On balance, project bankability remains intact, with disciplined developers best placed to navigate these evolving dynamics and convert pipelines into reliable cash flows.

Across Southeast Asia, programmes are moving from pilots to meaningful tenders and corporate schemes. Governments are translating net-zero roadmaps into bankable structures, grid operators are planning for flexibility, and regional interconnection efforts are gaining momentum. This raises the floor on cross-border opportunity, standardises risk allocation and encourages the emergence of regional delivery champions with repeatable designs, procurement leverage and operating playbooks.

and targeted fiscal incentives, are designed to raise compliance, improve transparency and mobilise investment into strategic sectors such as clean energy. These measures provide both opportunities and requirements for sector participants, as capital allocation becomes more disciplined and reporting becomes more rigorous.

The period under review saw these plans translate into tangible action. LSS5 moved from awards to contracting, creating a visible build runway with commissioning scheduled later in the decade. On top of this, an additional 2,000 MW was introduced through LSS5+, significantly enlarging the national

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

tender pipeline and reinforcing market visibility. The market anticipates that LSS6 will roll out by 2026, following the recent conclusion of LSS5+, as policymakers likely will monitor closely the execution of awarded projects. The upcoming round of tender is expected to feature a dedicated BESS component, marking an important step toward deeper integration of storage within the national grid and the energy security.



Complementing these flagship tenders, several initiatives are shaping the distributed and corporate market. Revised SELCO rules effective January 2025 removed the 85 percent cap for non-domestic users and extended eligibility to ground-mounted and floating systems, including for agriculture. These revisions improve project economics, particularly for storage-ready systems, and provide customers with greater flexibility. The Community Renewable Aggregation Mechanism ("CREAM") enables homeowners to lease rooftop space for aggregated projects, widening participation and supporting distributed generation. The anticipation of upcoming FIT with revised rates for biomass, biogas and mini-hydro diversifies Malaysia's renewable mix, while the Green Electricity Tariff ("GET") allows subscribers to access certified renewable supply, reinforced by Imbalance Cost Pass-Through ("ICPT") exemptions. Utility Programmes such as ENEGEM cross-border electricity supply framework, and the Corporate Green Power Programme ("CRESS") with standardised offtake structures provide further avenues for private participation and corporate procurement. Emerging opportunities are also expanding the addressable market. Corporate PPAs are gaining traction as large energy users seek to hedge tariff exposure and meet sustainability commitments through direct offtake. The ENEGEM framework for cross-border electricity trade is opening a path for regional flows, encouraging the development of scalable projects that can serve both domestic and regional demand. These mechanisms, combined with Malaysia's role

in ASEAN's interconnection agenda, give the industry new growth vectors beyond traditional utility-scale tenders. At the same time, the Energy Efficiency and Conservation Act 2024 requires large energy consumers to appoint registered energy managers, creating new opportunities for service providers in energy efficiency and compliance.

These initiatives benefit multiple stakeholders. For developers and contractors, they broaden the addressable market, provide recurring tender cycles and reduce project risk through clearer rules. For corporates and consumers, they offer more pathways to hedge against tariff volatility, meet sustainability commitments and access competitively priced clean energy. For the sector as a whole, they create visibility and depth, allowing resources to be planned over multi-year horizons.

Demand fundamentals reinforce this policy backdrop. Peak load in Peninsular Malaysia has reached new highs, driven by rapid digital-economy growth, the establishment of hyperscale data centres, rising foreign direct investment and the electrification of industry and transport. These trends are pulling clean energy from aspiration into delivery, creating urgent demand for capacity additions that can be built quickly, scaled efficiently and paired with storage to meet evening peaks.

In parallel, grid planners are investing in upgrades and interconnection throughput to accommodate higher renewable penetration. Transmission and distribution expansion, together with modernised grid-code requirements for inverter-based resources and storage, are essential to sustain momentum. Efforts to improve queue transparency, sequencing of network upgrades and land-substation availability will further de-risk project timelines and enhance investor confidence.

While the environment is constructive, challenges remain. Grid capacity and interconnection readiness are the critical path for many projects. Market design is still evolving: rules on SELCO, standby charges,

**Peak load in Peninsular Malaysia has reached new highs, driven by rapid digital-economy growth, the establishment of hyperscale data centres, rising foreign direct investment and the electrification of industry and transport.**



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

curtailment and metering directly affect paybacks and customer appetite. Recent module price declines have improved capex but introduced warranty and counterparty concerns in parts of the supply chain. FX volatility influences landed costs, insurance pricing for extreme weather has tightened, and site productivity can be disrupted by weather and labour availability. Competitive tendering continues to compress margins, requiring efficiency through design standardisation, procurement leverage and digital project controls.

The economic implications are clear. Financing costs that remain higher for longer increase the sensitivity of project returns to slippage, elevating the value of construction discipline and milestone certainty. Interconnection timelines directly affect cash

SUSTAINABILITY FINANCING

In line with our strategy to build recurring, asset-linked income, Samaiden is progressively aligning its funding approach with sustainable financing instruments. The Group views green and Islamic financing as strategic pathways to support the expansion of its clean energy asset portfolio, while strengthening our ESG profile.

The establishment of the Sukuk IMTN and ICP programmes providing the Group with a dedicated green financing platform to fund current and future renewable energy investments. Access to such certified green financing instruments has strengthened the Group's financial flexibility, enabling participation in large scale projects such as upcoming CRESS, LSS and emerging BESS developments, while also aligning with national and global sustainability financing frameworks. The availability of the Sukuk programme allows Samaiden to mobilise capital efficiently, diversify its funding base and improve project bankability through structured financing mechanisms.

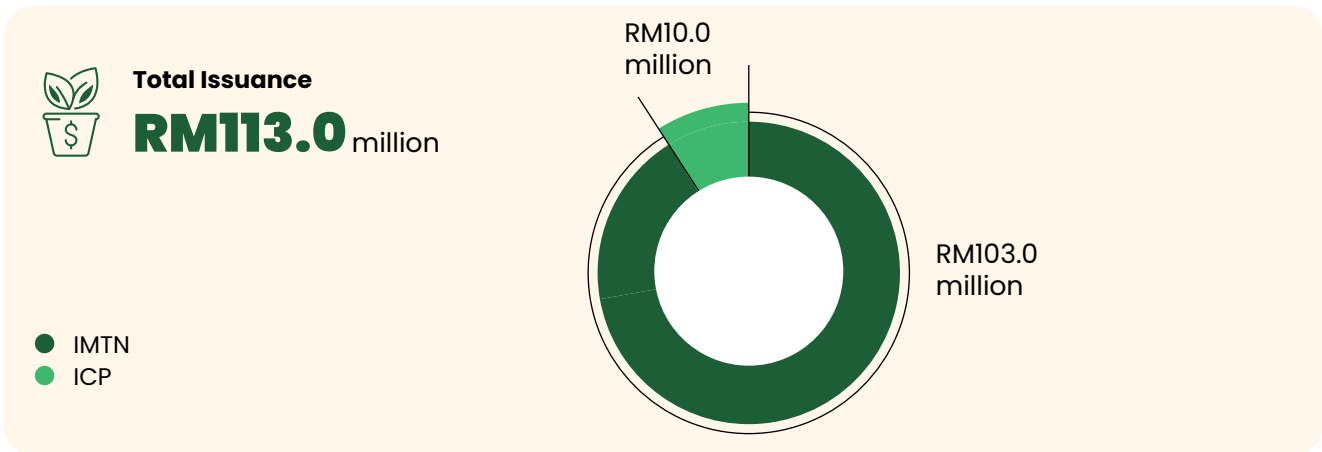
conversion cycles and working-capital requirements. As more assets reach commercial operation, service revenues from operations and maintenance will account for a larger share of value, favouring providers with digital tooling, field capacity and the ability to deliver measurable yield improvements.

Corporate procurement frameworks and standardised contracts will reduce transaction friction and shorten time to construction. For lifecycle partners that can originate, design, deliver, operate and selectively own assets, the opportunity is to compound scale while improving earnings quality through predictable margins, recurring O&M revenue and measured asset ownership.

In FY2025, the Group strengthened its capital base through sustainable and Shariah-compliant financing structures. A total of RM113.0 million was being issued under the Sustainability Sukuk Programme, comprising RM103.0 million from IMTN and RM10.0 million from ICP.

Proceeds were allocated to eligible renewable energy projects, including large-scale solar plants, CGPP projects and rooftop solar for the C&I segment, with any unutilised balance placed in permitted Shariah-compliant money market instruments pending deployment.

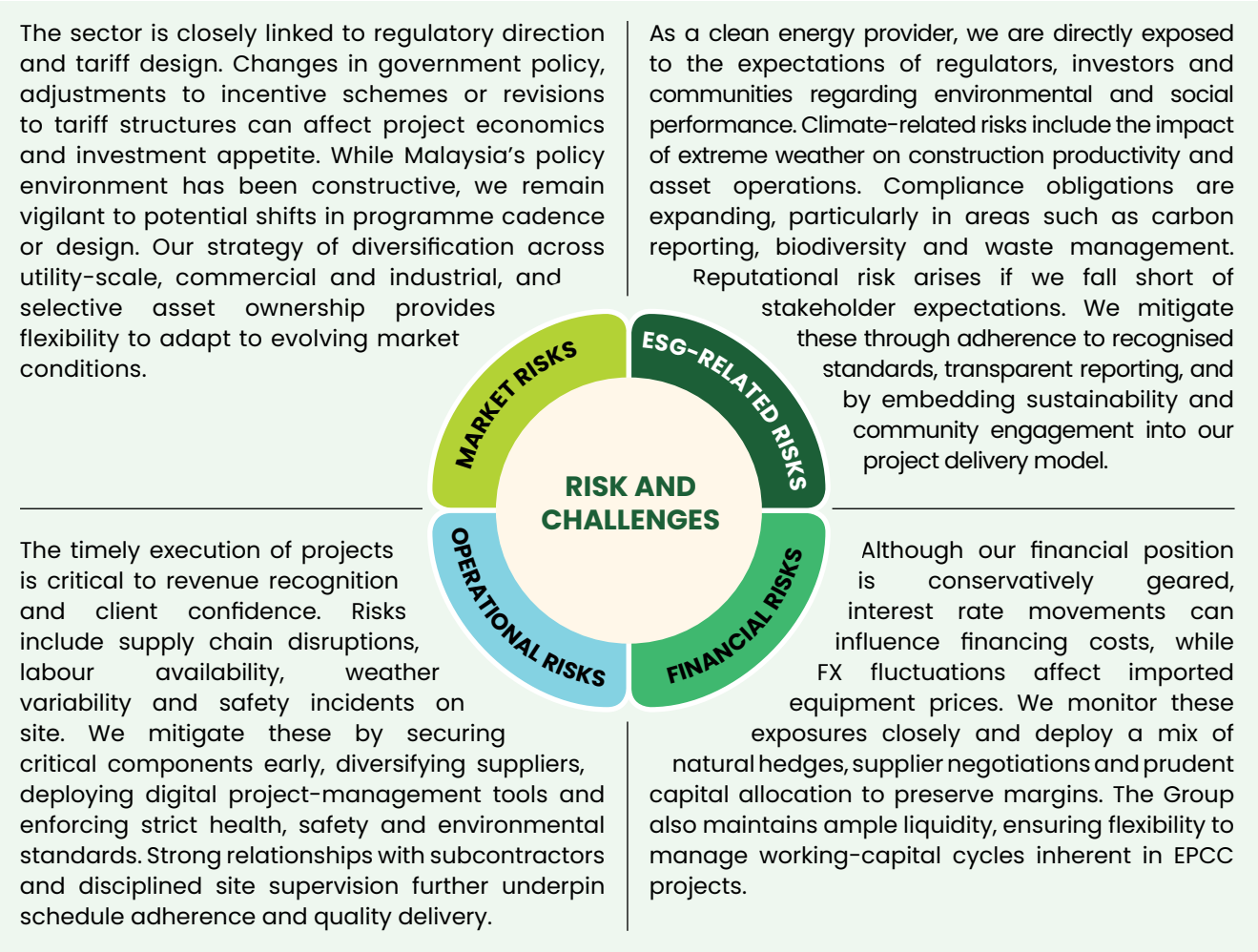
These issuances reflect Samaiden's approach to capital management, ensuring that funds raised are aligned with the Sustainability Sukuk Framework and directly support the growth of the Group's clean energy portfolio. By embedding sustainability into our financing strategy, Samaiden enhances funding predictability while reinforcing its ESG commitments and long-term shareholder value creation.



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

RISKS AND CHALLENGES

The Group recognises that operating in the renewable energy sector involves exposure to diverse risks that can influence performance, cash flows and long-term value creation. We adopt a proactive approach to risk management, embedding monitoring, mitigation and governance practices across our operations to ensure resilience.



Overall, risk management remains central to our strategy. By maintaining a disciplined approach across market, operational, financial and ESG dimensions, we seek to safeguard stakeholder confidence, support sustainable growth and ensure that Samaiden continues to play a leading role in Malaysia's energy transition.



# ABOUT THIS STATEMENT

Samaiden views sustainability as central to delivering long-term shareholder value. Our role as a clean energy solutions provider places us at the forefront of the low-carbon transition, where business growth is closely linked to environmental and social impact.

This Sustainability Statement (“Statement”) outlines Samaiden’s approach to integrating sustainability within our clean energy business and across the wider value chain. It highlights how we manage material Economic, Environmental, Social and Governance (“EESG”) priorities that are most relevant to our stakeholders and essential to long-term growth. It also outlines the steps taken to manage risks and capture opportunities in line with market expectations and global reporting standards.



Samaiden has initiated the process of aligning to the International Financial Reporting Standards (“IFRS”) Sustainability Disclosure Standards, with targeted full alignment by FY2026.



# ABOUT THIS STATEMENT (CONT'D)

## SCOPE AND BOUNDARY

Disclosures in this Statement cover the financial year from 1 July 2024 to 30 June 2025 (“FY2025”), with comparative data for up to two preceding years, where applicable. Material events up to the approval date of this report have also been considered.

This Statement covers Samaiden Group Berhad (“the Company” or “SGB”) and its major subsidiaries (“Samaiden” or “the Group”) that contribute dominantly to Group performance:

- Samaiden Sdn. Bhd.
- Samaiden Capital Management Sdn. Bhd.
- Samaiden Biomass Energy Sdn. Bhd.
- Samaiden Chudenko (Renewables) Sdn. Bhd.
- Samaiden Solutions Sdn. Bhd. (Formerly known as Samaiden Consultancy Sdn. Bhd.)
- SC Green Solutions Sdn. Bhd.

Disclosures exclude overseas subsidiaries, dormant subsidiaries and entities where the Group does not have majority control (≥51%) or significant influence. These will be incorporated in future reporting once their operational and financial contributions become material.

## REPORTING GUIDELINES, FRAMEWORKS AND STANDARDS

This Statement has been prepared in compliance with the Main Market Listing Requirements (“MMLR”) and several international reporting guidelines, frameworks and standard as follows:

- Malaysian Code on Corporate Governance (“MCCG”) by Securities Commission Malaysia;
- Sustainability Reporting Guide and Toolkits (3<sup>rd</sup> Edition) by Bursa Malaysia Securities Berhad (“Bursa”);
- Global Reporting Standards (“GRI”) 2021;
- United Nations Sustainable Development Goals (“UNSDGs”);
- FTSE4Good Bursa Malaysia (“F4GBM”) Index

As part of our commitment to enhancing sustainability reporting, Samaiden has initiated the process of aligning our reporting practices with the International Financial Reporting Standards (“IFRS”) Sustainability Disclosure Standards. While we are at the early stages of this journey, we are progressively building foundation support compliance. Our target is to achieve full alignment by FY2026. This proactive approach demonstrates our dedication to aligning with international best practices and providing transparent, decision-useful disclosures to our stakeholders.

## RELIABILITY & ASSURANCE

This Statement has been prepared using internal data across the Group and has undergone review and approval by the Sustainability Committee and the Board of Directors, ensuring a fair and balanced reflection of our performance. Although external assurance has not been undertaken for FY2025, the Group has set target to introduce limited external assurance by FY2027 and progressively move towards reasonable assurance thereafter. In line with our focus on strengthening data quality and stakeholder confidence, we are also evaluating the feasibility of bringing forward the assurance process as our reporting processes demonstrate sufficient readiness.

## FORWARD-LOOKING STATEMENT

This Statement contains forward-looking information formulated on the basis of current assumptions and circumstances. Actual outcomes may differ as a result of changes in the operating and market environment. These statements are intended to provide stakeholders with visibility into Samaiden’s strategic direction and priorities and should be viewed as indicative rather than definitive forecasts of future performance. Readers are therefore encouraged to interpret them with appropriate caution.

## FEEDBACK

We welcome stakeholder feedback to help us improve our sustainability practices and disclosures. Please direct any comments or queries to:

Email : [corporate@samaiden.com.my](mailto:corporate@samaiden.com.my)  
Phone: +603-6150 7941



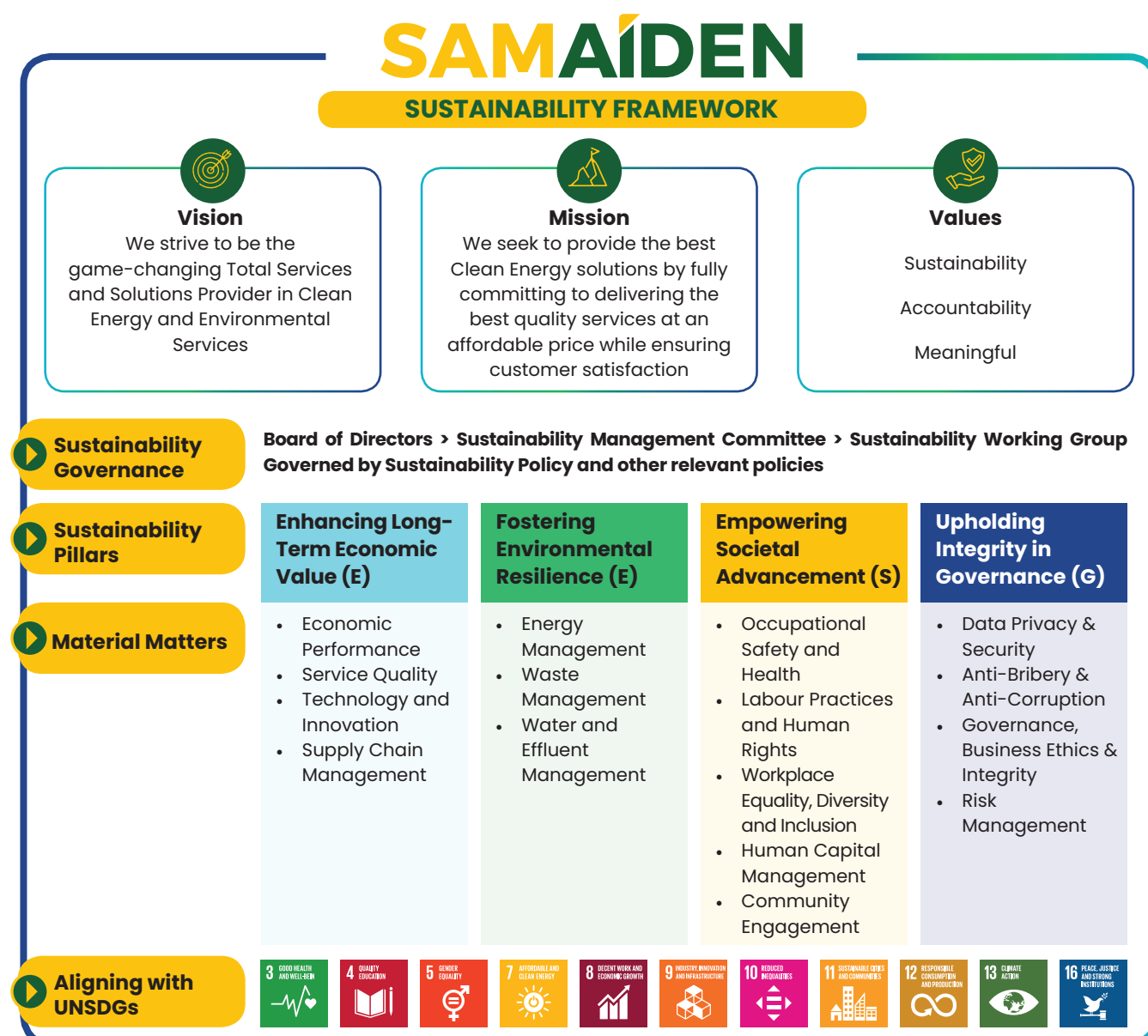
## OUR SUSTAINABILITY APPROACH

Our approach to sustainability is grounded in the belief that long-term business success must go hand in hand with responsible EESG practices. At Samaiden, sustainability is integrated into every decision we make, shaping how we grow as a business and how we create value for stakeholders. It is not treated as a separate agenda but embedded into daily operations, supply chains and project delivery.

This approach is guided by our Sustainability Policy, which provides a structured framework for embedding ethical and sustainable practices across the Group. It ensures that we align with regulatory requirements while progressively adopting international standards such as the IFRS Sustainability Disclosure Standards. This enhances transparency, strengthens risk management and prepares us for the global transition ahead.

To translate this into action, our Sustainability Framework is anchored on four pillars – **Enhancing Long-Term Economic Value, Fostering Environmental Resilience, Empowering Societal Advancement and Upholding Integrity in Governance**. These pillars connect strategy to execution, ensuring that sustainability considerations influence not just long-term planning but also everyday practices across our business.

Through this approach, Samaiden seeks to generate enduring value, contribute to Malaysia's energy transition and global Net Zero ambition and create a positive impact for the communities in which we operate.



## OUR SUSTAINABILITY GOVERNANCE

Samaiden's sustainability journey is built on a governance structure that ensures accountability, clarity and effective execution across all levels of the organisation. This structure provides the oversight and direction needed to embed sustainability into strategy, operations and risk management. Our governance structure functions across three tiers: the BOD, SMC and the SWG, each playing a pivotal role in advancing our sustainability agenda.



## SUSTAINABILITY RISKS MANAGEMENT

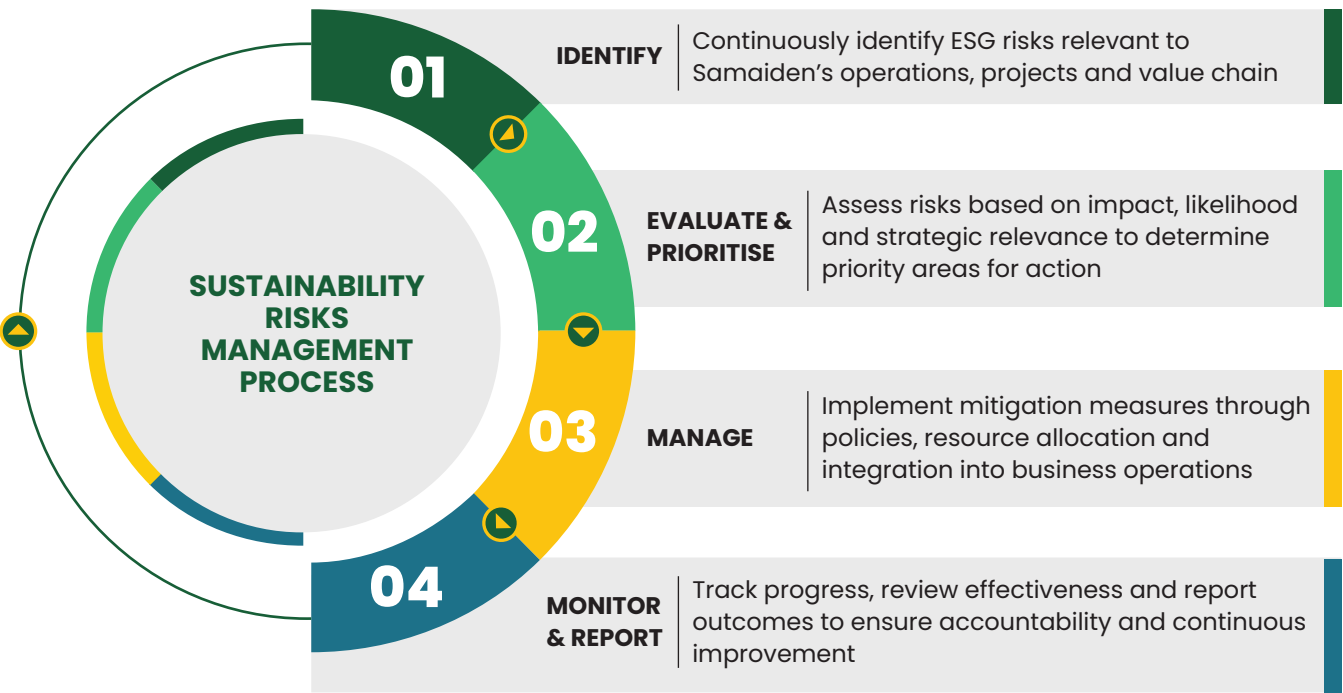
Sustainability considerations are integrated into Samaiden's overall risk management process, ensuring that ESG factors are evaluated alongside traditional business risks. This integrated approach enhances organisational resilience, supports informed decision-making and aligns risk management with the Group's strategic priorities.

By embedding sustainability into our broader risk perspective, we can identify potential impacts early,

assess their significance and implement appropriate responses that safeguard both business continuity and stakeholder interests. Oversight of sustainability risk management lies with the Board and the Risk Management Committee, while the SMC is responsible for implementing action plans in line with strategic priorities. This integration promotes consistency across the organisation and establishes a clear link between day-to-day operations and long-term strategic objectives.



OUR SUSTAINABILITY GOVERNANCE (CONT'D)



OUR STAKEHOLDER ENGAGEMENT

Samaiden views stakeholder engagement as an ongoing process that ensures our priorities remain relevant and responsive. We connect with stakeholders through multiple channels with openness and transparency, while actively listening to their perspectives. These perspectives shape how we refine our strategies, strengthen our position and address risks within our value chain. By sustaining close relationships, we reinforce confidence among stakeholders and support progress that is both responsible and sustainable.

STAKEHOLDERS

S1

CUSTOMERS

Why They Matter

Customers are the core of Samaiden’s business, driving demand for clean energy solutions and shaping our service quality and innovation.

Key Interest Areas	Engagement Methods	Frequency
<ul style="list-style-type: none"> <li>Product and Service Quality</li> <li>EESG practices</li> <li>Health and Safety Practices</li> <li>Experience and satisfaction</li> <li>Digitalisation and technology development</li> <li>Data Protection</li> </ul>	<ul style="list-style-type: none"> <li>i. Events and programmes</li> <li>ii. Corporate website and social media platforms</li> <li>iii. Meetings and engagement sessions</li> <li>iv. Customer feedback form</li> </ul>	<ul style="list-style-type: none"> <li>Throughout the year</li> <li>Throughout the year</li> <li>Throughout the year</li> <li>Throughout the year</li> </ul>

S2

EMPLOYEES

Why They Matter

Employees are the foundation of Samaiden’s culture and growth. Their well-being, development and engagement are critical to sustaining performance.

Key Interest Areas	Engagement Methods	Frequency
<ul style="list-style-type: none"> <li>Compensation and benefits</li> <li>Career development and opportunities</li> <li>Corporate direction and growth plan</li> <li>Workplace health and safety</li> <li>Labour Practices</li> </ul>	<ul style="list-style-type: none"> <li>i. Performance appraisals</li> <li>ii. Trainings and development programmes</li> <li>iii. Engagement activities</li> <li>iv. Intranet portal</li> <li>v. Employees survey</li> </ul>	<ul style="list-style-type: none"> <li>Bi-annually</li> <li>Throughout the year</li> <li>Throughout the year</li> <li>Throughout the year</li> <li>Annually</li> </ul>

S3

GOVERNMENT & REGULATORS

Why They Matter

Engagement with regulators ensures compliance, supports alignment with national regulations and policies and enables Samaiden to operate effectively within the broader business environment.

Key Interest Areas	Engagement Methods	Frequency
<ul style="list-style-type: none"> <li>Regulatory compliance</li> <li>Corporate governance</li> <li>Licenses and permits</li> <li>Overall economic, environmental and social impact</li> </ul>	<ul style="list-style-type: none"> <li>i. Statutory reporting</li> <li>ii. Compliance audits</li> <li>iii. Meetings and visits</li> <li>iv. Events and programmes</li> </ul>	<ul style="list-style-type: none"> <li>As and when required</li> <li>As and when required</li> <li>Throughout the year</li> <li>Throughout the year</li> </ul>



## OUR STAKEHOLDER ENGAGEMENT (CONT'D)

## STAKEHOLDERS

**S4** SHAREHOLDERS/  
INVESTORS/  
LENDERS/  
BONDHOLDERS**Why They Matter**

They provide the confidence and oversight that hold Samaiden accountable for delivering sustainable growth, while enabling access to capital that supports expansion and long-term resilience.

Key Interest Areas	Engagement Methods	Frequency
<ul style="list-style-type: none"> <li>Financial and operational performance</li> <li>Business strategy and direction</li> <li>Corporate governance and risk management</li> <li>EESG practices and commitments</li> <li>Shareholders value creation</li> </ul>	<ul style="list-style-type: none"> <li>i. Financial results</li> <li>ii. Annual Report</li> <li>iii. General meetings</li> <li>iv. Bursa announcements</li> <li>v. Press releases</li> <li>vi. Corporate website and social media platforms</li> <li>vii. Events and programmes</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> <li>Annually</li> <li>Annually</li> <li>As and when required</li> <li>As and when required</li> <li>Throughout the year</li> <li>Throughout the year</li> </ul>

**S5** ANALYSTS/  
RATING AGENCIES**Why They Matter**

Provide independent insights and evaluations that guide investor understanding to Samaiden's performance and market position.

Key Interest Areas	Engagement Methods	Frequency
<ul style="list-style-type: none"> <li>Financial and operational performance</li> <li>Business strategy and direction</li> <li>Corporate governance and risk management</li> <li>EESG practices and commitments</li> <li>Shareholders value</li> </ul>	<ul style="list-style-type: none"> <li>i. Quarterly financial results</li> <li>ii. Quarterly analysts briefings</li> <li>iii. Annual Report</li> <li>iv. Annual General Meeting</li> <li>v. Bursa announcements</li> <li>vi. Press releases</li> <li>vii. Corporate website and social media platforms</li> <li>viii. Events and programmes</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> <li>Quarterly</li> <li>Annually</li> <li>Annually</li> <li>As and when required</li> <li>As and when required</li> <li>Throughout the year</li> <li>Throughout the year</li> </ul>

**S6** STRATEGIC  
PARTNERS**Why They Matter**

Collaboration with strategic partners strengthens Samaiden's capabilities, supports knowledge sharing and creates opportunities to advance clean energy development.

Key Interest Areas	Engagement Methods	Frequency
<ul style="list-style-type: none"> <li>Business strategy and direction</li> <li>EESG practices and commitments</li> <li>Product and Service Quality</li> <li>Corporate's reputation</li> </ul>	<ul style="list-style-type: none"> <li>i. Strategic collaboration</li> <li>ii. Meetings and engagement sessions</li> <li>iii. Periodic evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Throughout the year</li> <li>Throughout the year</li> <li>Annually</li> </ul>

## OUR STAKEHOLDER ENGAGEMENT (CONT'D)

## STAKEHOLDERS

**S7** SUPPLIERS AND  
CONTRACTORS**Why They Matter**

Suppliers and contractors form a critical part of our value chain, providing the resources and expertise that enable Samaiden to achieve business goals.

Key Interest Areas	Engagement Methods	Frequency
<ul style="list-style-type: none"> <li>Financial and operational performance</li> <li>Procurement Policies</li> <li>Data protection</li> </ul>	<ul style="list-style-type: none"> <li>i. Supplier evaluation</li> <li>ii. Meetings and engagement sessions</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> <li>Throughout the year</li> </ul>

**S8** COMMUNITY  
GROUPS**Why They Matter**

Community engagement provides important insights into local needs and expectations, enabling Samaiden to operate responsibly and contribute in meaningful ways.

Key Interest Areas	Engagement Methods	Frequency
<ul style="list-style-type: none"> <li>Job and business opportunities</li> <li>Community support and development</li> <li>EESG practices and commitments</li> </ul>	<ul style="list-style-type: none"> <li>i. Corporate website and social media platforms</li> <li>ii. Corporate social responsibility (CSR) programmes</li> <li>iii. Events and programmes</li> </ul>	<ul style="list-style-type: none"> <li>Throughout the year</li> <li>Throughout the year</li> <li>Throughout the year</li> </ul>

**S9** MEDIA**Why They Matter**

The media provides a platform for transparent communication, enables accurate reporting and raises public awareness of Samaiden's initiatives.

Key Interest Areas	Engagement Methods	Frequency
<ul style="list-style-type: none"> <li>Financial and operational performance</li> <li>Business strategy and direction</li> <li>Corporate governance</li> <li>EESG practices and commitments</li> </ul>	<ul style="list-style-type: none"> <li>i. Annual report</li> <li>ii. Financial results</li> <li>iii. Company announcement and press releases</li> <li>iv. Interviews and engagements</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> <li>Quarterly</li> <li>As and when required</li> <li>Throughout the year</li> </ul>



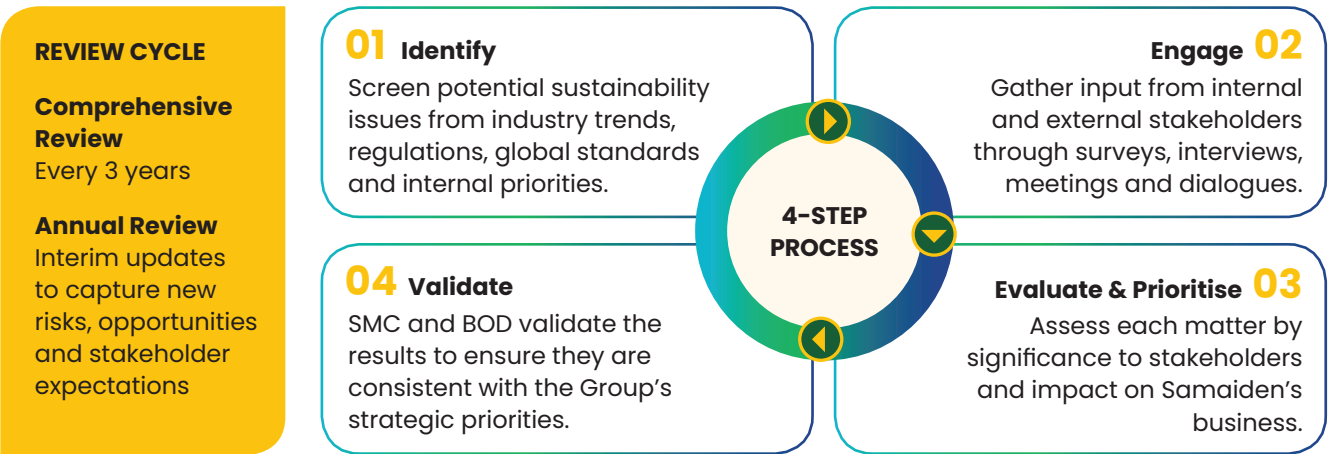
# OUR MATERIAL MATTERS

Identifying what matters most to Samaiden and our stakeholders is fundamental in shaping our sustainability agenda and reporting. Through our materiality assessments, we determine the sustainability issues that carry the greatest significance for our business operations, stakeholder decisions and the clean energy value chain in which we operate. Our approach is guided by Bursa Malaysia’s Sustainability Reporting Guide (3<sup>rd</sup> Edition) and global reporting standards. The process follows four structured steps: identify potential issues, engage stakeholders, evaluate and prioritise matters and validate the outcomes with the management and the BOD.

To ensure continued relevance, we undertake a comprehensive review of material matters every three years, supported by annual reviews that capture emerging risks, opportunities and stakeholder expectations. This dual approach allows us to remain responsive to change while maintaining a consistent long-term perspective.

The results of this process shape our sustainability strategy, resource allocation and risk management priorities. For FY2025, our reviews included 16 material matters across the four sustainability pillars: Enhancing Economic Value, Fostering Environmental Resilience, Empowering Societal Advancement and Upholding Integrity in Governance. These matters provide the foundation for our framework and ensure alignment between stakeholder priorities and Samaiden’s future direction.

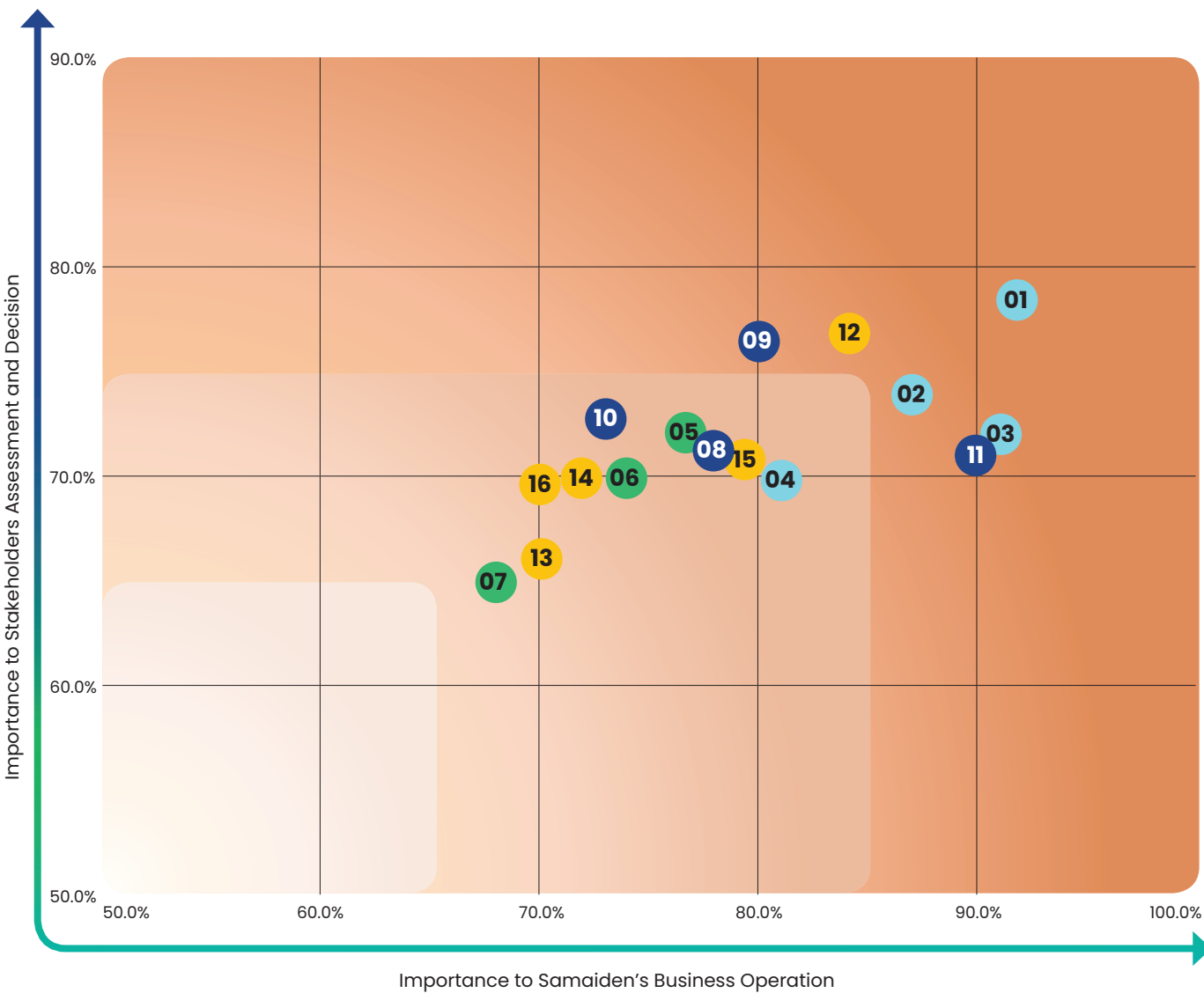
## OUR MATERIALITY ASSESSMENT PROCESS



## MATERIALITY MATRIX

The materiality matrix illustrates the sustainability matters identified as most significant to Samaiden and our stakeholders. The horizontal axis represents the significance of each matter to Samaiden’s business, while the vertical axis reflects its influence on stakeholder assessments and decision-making. Key priorities such as Economic Performance, Occupational Safety & Health, Service Quality, Risk Management and Technology & Innovation on the upper-right quadrant indicating high importance to both stakeholders and the business. These insights guide Samaiden in focusing resources on areas of greatest significance, ensuring that our sustainability strategy addresses stakeholder expectations while supporting business sustainable growth.

# OUR MATERIAL MATTERS (CONT'D)



- Enhancing Economic Value
  - Empowering Societal Advancement
  - Fostering Environmental Resilience
  - Upholding Integrity in Governance
- |                              |                                |                                     |                                   |
|------------------------------|--------------------------------|-------------------------------------|-----------------------------------|
| 01 Economic Performance      | 05 Energy Management           | 09 Anti-Bribery & Corruption        | 13 Community Engagement           |
| 02 Technology and Innovation | 06 Waste & Effluent Management | 10 Governance, Ethics and Integrity | 14 Diversity and Equity           |
| 03 Service Quality           | 07 Water Management            | 11 Risk Management                  | 15 Human Capital Management       |
| 04 Supply Chain Management   | 08 Data Privacy and Security   | 12 Occupational Safety & Health     | 16 Labour Practices and Standards |





# ENHANCING LONG-TERM ECONOMIC VALUE



- Economic Performance

➤ Technology and Innovation
- Service Quality

➤ Supply Chain Management



GRI 3-3, 201-1, 201-2, 201-3, 201-4, 203-1, 203-2, 418-1, 204-1

Enhancing long-term economic value is about ensuring that Samaiden grows in a way that is sustainable, competitive and resilient. Samaiden’s commitment to advancing sustainability across its business operations ensures that all decisions align with our values. We aim to deliver results that strengthen the Group while also generating benefits for stakeholders and the communities we serve. This requires not only maintaining strong fundamentals but also adapting our systems, processes and innovations to remain competitive in a rapidly changing energy landscape.

## ENHANCING LONG-TERM ECONOMIC VALUE (CONT'D)



### MATERIAL MATTER: ECONOMIC PERFORMANCE

#### WHY IT MATTERS?

Economic performance has always been central to progress. It fuels growth, supports livelihoods and provides the resources that enable industries and nations to adapt to shifting challenges. In today’s rapidly evolving energy landscape, financial resilience is more than a marker of strength, it is a prerequisite for long-term stability and competitiveness. Our ability to deliver consistent results allows us to reinvest in clean energy projects and open new avenues for growth in Malaysia and other regions. In doing so, we sustain local suppliers and stimulate wider economic activity.

We recognise that economic growth comes with responsibility. Samaiden’s focus is on building a business that grows responsibly, ensuring that our success translates into long-term value for shareholders while contributing meaningfully to the prosperity and resilience of the communities and economies we serve.

#### OPPORTUNITIES

- Growing demand for solar and renewable solutions
- Expansion and different clean energy sources enhance revenue diversity
- Access to sustainable financing supports long-term growth

#### RISKS

- Weak performance would limit reinvestment and growth
- Inconsistent performance could erode shareholder confidence
- Lack of revenue diversification increases vulnerability to market shifts

#### OUR APPROACH

Sustainable economic performance requires more than maintaining current operations, it demands continuous diversification, innovation and disciplined investment. Guided by Samaiden’s 5-years strategic roadmap, our approach balances immediate financial results with long-term growth, enabling us to remain competitive while contributing to the global transition towards clean energy.

FY2025 marked another year of impact for Samaiden, as our clean energy projects delivered both environmental and economic gains. Samaiden recorded the highest ever Profit After Tax (“PAT”) of RM20.08 million for the financial year ended 30 June 2025, an 24.6% increase from the RM16.11 million reported in the previous financial year ended 30 June 2024. The growth in PAT is attributed to higher revenue by 55.6% to RM353.47 million from RM227.19 million in FY2024. These significant improvements highlight the Group’s capability to adapt and thrive, solidifying the Group’s role as a leading clean energy services and solutions provider. As of 30 June 2024, our outstanding unbilled order book stands at RM699.2 million, scheduled to be progressively invoiced over the upcoming years. For further information relevant to financial performance, please refer to the “Management Discussion and Analysis” section on page 18 within this Annual Report.

Economic Value Generated	Economic Value Distributed		Economic Value Retained
<b>Operating Revenue</b> RM <b>353.47</b> million	<b>Taxes</b> RM <b>6.49</b> million	<b>Employee Wages and Benefits</b> RM <b>12.91</b> million	RM <b>10.81</b> million
<b>Other Income</b> RM <b>7.07</b> million	<b>Providers of Capital</b> RM <b>9.47</b> million	<b>Business and Operations</b> RM <b>320.86</b> million	
<b>Total Income</b> RM <b>360.54</b> million	<b>Community Investments</b> Not Material in FY2025		



## ENHANCING LONG-TERM ECONOMIC VALUE (CONT'D)

### DIVERSIFICATION OF REVENUE STREAMS

Diversification forms the foundation of Samaiden's long-term strategy. Our reliance on solar Engineering, Procurement, Construction and Commissioning ("EPCC") has historically been a strength, but we recognise the need to broaden revenue sources to reduce exposure to cyclical market forces. In FY2025, a significant portion of Group revenue continued to come from solar EPCC projects, with the remainder contributed by other services, reflecting our steady progress in building a more balanced and resilient business model.

In addition to services, we have been investing in clean energy assets over recent years to strengthen recurring income. FY2025 marked our largest expansion of the asset portfolio to date. During the year, we secured a quota of 99.99 MWac solar under the Large Scale Solar 5 ("LSS5") programme, alongside a 70% stake in another 99.99 MWac solar project under the Large Scale Solar Petra 5+ ("LSS5+") programme. We also advanced into bioenergy with two biomass projects of 11 MW and 5.5 MW through partnerships, as well as a wholly owned biogas project of 1.4 MW under Feed-in Tariff ("FIT 2.0") programme. These projects are supported by 21 years Power Purchase Agreements. These contracted revenues provide predictable, stable cash flows and reinforce Samaiden's role in Malaysia's clean energy transition.

As at the reporting date, Samaiden's asset development pipeline exceeded 260 MW, reflecting cumulative progress from completed, ongoing and newly secured projects under the Group's ownership. It represents the Group's strongest portfolio position to date, setting the stage for future growth. This milestone reflects our commitment to broadening



our portfolio across multiple renewable technologies and building sustainable, recurring income streams. With this expanded base, recurring income is expected to exceed 10% of total revenue, placing us firmly on track to achieve the target set and making it a more prominent contributor to the Group's earnings.

Renewable asset ownership not only strengthens earnings stability by locking in contracted revenues but also enhances stakeholder confidence by providing greater visibility into future performance. Over time, recurring income is expected to balance project-based revenue with stable long-term returns, reinforcing Samaiden's resilience across business cycles.

To support this growth, we strengthened our governance structure in FY2025 by formalising the Investment Committee and establishing a dedicated Asset Development and Management Department ("ADM"). The Investment Committee provides oversight of all capital allocation decisions, ensuring that proposals are thoroughly evaluated for financial soundness, strategic fit and long-term risk exposure before approval is granted. ADM is responsible for conducting detailed feasibility studies, managing project execution and monitoring the performance of our renewable assets to ensure they deliver the intended financial and sustainability outcomes. Together, these structures ensure that investment decisions are guided by rigorous due diligence, with ESG factors being considered in the evaluation process. This integrated approach reinforces responsible investment practices across the Group's operations, providing stakeholders with confidence in the sustainability of our growth trajectory.



## ENHANCING LONG-TERM ECONOMIC VALUE (CONT'D)

### STRATEGIC PARTNERSHIP

Beyond internal resources, we leverage strategic partnerships to expand capacity and drive growth. In 2025, we formed strategic partnerships as below to broaden market access, strengthen technical expertise and expand our project pipeline.



#### Tan Boon Ming Sdn. Bhd. ("TBM")

Our partnership with TBM, a leading consumer electronics and appliance retailer, is aimed at accelerating rooftop solar adoption among residential and commercial customers. By leveraging TBM's extensive retail network and customer relationships, Samaiden gains access to a ready market for distributed solar solutions. Together, we have rolled out initiatives to offer rooftop solar packages through TBM outlets, bundling energy solutions with household appliances and consumer products. This makes solar adoption more accessible and convenient for customers who may not have previously considered clean energy as part of their household or business planning.

The partnership is expected to significantly expand Samaiden's reach in the residential and small and medium enterprises solar market. By combining TBM's strong customer base with Samaiden's technical expertise, we are well-positioned to scale installations more efficiently while creating recurring income streams from a market segment that is expected to grow in tandem with Malaysia's push for wider solar adoption.



#### Universiti Tun Hussein Onn Malaysia ("UTHM")

As Samaiden grows, access to new ideas, technologies and skilled talent becomes critical to long-term competitiveness. By engaging with academia, we aim to bridge the gap between industry requirements and academic development. Our initiatives with UTHM include joint research projects, knowledge-sharing sessions and opportunities for students to gain practical exposure to clean energy applications. This collaboration targets to foster innovation but also supports the development of a future-ready workforce equipped with skills relevant to the clean energy sector.

This positions us to remain competitive as technology evolves and to maintain a skilled workforce capable of delivering on increasingly complex projects.



ENHANCING LONG-TERM ECONOMIC VALUE (CONT'D)

MARKET AND REGIONAL EXPANSION

Market and regional expansion remains an important lever in strengthening Samaiden’s economic performance. In FY2025, we continued to build on our progress outside Malaysia, with active participation in neighbouring APAC countries.

Our progress in Cambodia has been encouraging. Building on the successful delivery of our first rooftop solar project, we managed to secure additional rooftop projects with a combined capacity of 2.99 MWp during FY2025. These achievements highlight our ability to establish credibility in a new market as well as the strong potential of Cambodia’s commercial and industrial solar segment, which is increasingly turning to clean energy to reduce carbon footprints.

Indonesia represents another strategic growth avenue. With one of the largest electricity markets in ASEAN and ambitious clean energy targets, Indonesia offers vast opportunities for solar deployment. Samaiden is actively exploring several projects, with discussions

and feasibility studies underway. We are also engaging with potential local partners to navigate regulatory frameworks and establish the right structures for long-term participation. This positions us to capture early-mover advantages as Indonesia accelerates its energy transition, opening doors to both large-scale projects and distributed solar opportunities. Complementing these efforts, we also completed renewable energy certificate (“REC”) trade with Singapore-based partners, broadening our participation in regional sustainable energy markets and creating new revenue opportunities linked to environmental attributes.

Looking ahead, Cambodia and Indonesia will remain our priority markets for near-term expansion, supported by ongoing collaborations and growing customer demand for clean energy. These initiatives strengthen Samaiden’s project pipeline and reinforce our role as a regional clean energy partner.

SUSTAINABLE FUNDING

In FY2025, RAM Ratings Berhad (“RAM”) has assigned Corporate Credit Ratings of A1/Stable/P1 to Samaiden. Concurrently, RAM has also assigned a A1/Stable/P1 rating to the rated, unsecured and unguaranteed tranches (Unguaranteed Rated Sukuk Wakalah) to be issued under Samaiden’s multi-currency Islamic Commercial Papers (“ICP”) programme of RM500 million and Islamic Medium Term Notes (“IMTN”) programme of RM1 billion (collectively, the Sukuk Wakalah). Through the RM1.5 billion Sustainability Sukuk Programme, Samaiden has mobilised RM113 million in FY2025 to fund project development and advance clean energy growth. The programme, launched in the previous year, was designed to strengthen our financing capacity and align capital raising with ESG principles. Proceeds were primarily applied as working capital, supporting the execution of clean energy projects that contribute to Malaysia’s energy transition.



RATINGS

Corporate Credit Rating

**A1/Stable/P1 ratings**

All issuances and allocations are guided by the Sustainability Sukuk Framework, which ensures that proceeds are directed exclusively towards eligible activities and managed in accordance with recognised sustainable finance principles. RAM as the independent external reviewer has assigned a “Gold” rating to Samaiden Sustainability Sukuk Framework, reflecting the view that the use of proceeds would provide relevant social and environmental benefits. This approach provides transparency to stakeholders and reflects Samaiden’s commitment to linking financial performance with positive environmental and social outcomes, while reinforcing our economic performance by securing resilient access to capital and enabling sustainable business growth.

Further details of the Sustainability Sukuk Framework and the Annual Sustainability Sukuk Report are available on our website.

ENHANCING LONG-TERM ECONOMIC VALUE (CONT'D)



MATERIAL MATTER: TECHNOLOGY AND INNOVATION

WHY IT MATTERS?

Technology and innovation are powerful drivers of economic progress. They enable businesses to improve efficiency, unlock new opportunities and remain competitive in industries that are constantly evolving. In a world shaped by rapid digitalisation and the transition to cleaner energy, the ability to adapt and innovate often determines long-term resilience and success.

For Samaiden, technology and innovation are central to delivering high-quality clean energy solutions. By enhancing digital capabilities and exploring new business models, we strengthen our ability to meet the changing needs of clients while improving project outcomes.

OPPORTUNITIES

- Enhanced efficiency and cost savings through digitalisation, automation and data-driven project management
- Stronger positioning as a regional clean energy leader and partner of choice

RISKS

- Loss of competitiveness as peers adopt newer, more efficient technologies at a faster rate
- Missed opportunities in new markets or business models, limiting growth potential

OUR APPROACH

One of our focuses is on refining core systems, through application enhancements, technology upgrades and streamlined processes, to deliver more efficient operations and improved customer experience. We advanced our digital transformation journey by implementing application enhancements, technology upgrades and process improvements across the Group:

Enterprise Systems Integration	Process Automation	Digitalisation of Business Processes
We are progressively moving toward a full Enterprise Resource Planning (“ERP”) platform. As an interim step, we deployed the Zoho Customer Relationship Management (“CRM”) system to improve client engagement, streamline lead management and enhance visibility of business development activities. This system also provides better tracking of customer interactions and supports data-driven decision-making, forming the foundation for eventual ERP integration across finance, projects and operations.	We expanded the use of Microsoft Power Automate to streamline repetitive tasks, reduce manual inputs and improve process accuracy. In FY2025, workflows such as document routing and version control were automated, resulting in reduction in processing time and improved efficiency for specific department. This has enabled our teams to focus on higher-value activities and strengthened overall operational agility.	Digital platforms were introduced for proposal development, improving accuracy and turnaround times. This has enabled more responsive service delivery and enhanced collaboration across departments.



## ENHANCING LONG-TERM ECONOMIC VALUE (CONT'D)



For proposal development, automation and digital tools now make the process more efficient, from compiling technical specifications and cost estimates to automate generating drafts for review and approval. Templates and centralised databases ensure that proposals are standardise and consistent. Integration with financial and project data also reduces the risk of errors in pricing, timelines and resource planning. By minimising manual inputs, the platform shortens preparation time and improves the quality and competitiveness of proposals submitted to clients.

### ADVANCING EMERGING TECHNOLOGIES AND NEW BUSINESS MODELS

Beyond digitalisation, Samaiden is committed to advancing emerging technologies while simultaneously developing innovative business models that unlock new value streams.

A key focus area is Battery Energy Storage Systems ("BESS"), which are increasingly vital to ensuring grid stability and maximising the value of clean energy. Samaiden's approach to BESS deployment goes beyond project scale. Whether residential, commercial and industrial or utility-scale, we aim to integrate BESS into our solar solutions to deliver "solar-plus-storage" systems that enhance reliability and enable the supply of clean energy at any time of day. For Samaiden, integrating BESS with our solar offerings represents a natural evolution of our solutions portfolio. This reduces their dependence on volatile

grid electricity prices, enhances energy security and enables them to achieve decarbonisation targets more effectively. Such solutions are particularly valuable for energy-intensive sectors such as manufacturing, data centres and logistics, where power reliability is crucial.

At a broader level, BESS also contributes to the stability of Malaysia's and ASEAN's power systems by smoothing clean energy integration into the grid. Samaiden is positioning ourselves at the forefront of this transition by building technical expertise, exploring partnerships with technology providers and aligning our solutions pipeline to include storage-enabled projects. We are creating opportunities for recurring revenue while supporting clients with flexible, future-ready energy solutions.



## ENHANCING LONG-TERM ECONOMIC VALUE (CONT'D)



### MATERIAL MATTER: SERVICE QUALITY

#### WHY IT MATTERS?

Service quality is what builds trust and protects reputation, reliable delivery and consistent standards give stakeholders confidence. Without consistent standards, even the strongest business strategy risks being undermined. High-quality services reduce risks and minimise disruptions. In competitive sectors, companies that consistently deliver quality stand apart from others.

For Samaiden, service quality determines how we are recognised in the clean energy market. Each project represents a reflection of our credibility. We continue to uphold strict requirements and adopt internationally recognised certifications.

#### OPPORTUNITIES

- Build long-term client relationships through consistent and reliable service
- Enhance market reputation, creating potential for repeat business and referrals
- Differentiate Samaiden in a competitive clean energy market by linking quality to safety, efficiency and reliability

#### RISKS

- Project delays, cost escalation or safety issues if quality standards are not met
- Reputational damage from service failures, leading to loss of stakeholder trust
- Increased regulatory or contractual penalties where compliance requirements are overlooked

#### OUR APPROACH

Our service quality is anchored in clear standards, rigorous processes and a culture of accountability. This commitment is demonstrated through the following licenses and registrations:

#### Licenses and Registrations

- Registered Electrical Contractor and Energy Service Company by the Energy Commission ("EC")
- ISO 9001:2015 Quality Management System certification
- G7 Contractor with CIDB
- G7 Contractor with TNB
- ISO 14001:2015 Environmental Management Systems
- Solar PV Service Provider, Energy Efficient, Energy Audit & REEM Services, and GBI Consultancy Services by MyHijau
- Registered Photovoltaic Service Provider ("RPVSP") and Registered Photovoltaic Investor ("RPVI") with SEDA
- Registered Vendor & Service Contractor with TNB

In FY2025, we successfully completed our ISO 9001:2015 surveillance audit with zero non-conformance findings, reaffirming the strength of our quality management system. This achievement provides clients with the assurance that Samaiden's services consistently meet international standards and industry best practices.

Delivering projects on time and to the expected quality remains a core priority. In FY2025, our projects were completed as planned, met required standards, and incurred **no major delays or LAD penalties**, reinforcing Samaiden's reputation for reliability. These results were supported by client engagement sessions and systematic project

evaluations that allowed us to identify issues early and drive continuous improvement. While we have begun collecting customer feedback, coverage is still limited, enhancing this process will be a focus moving forward.

We also invest in building our people and systems. Regular training equips our teams with the technical expertise required to maintain compliance with regulatory and industry requirements, while performance monitoring helps us detect gaps, manage risks and refine our processes. By embedding these practices, we safeguard performance and strengthen trust in every project we deliver.

ENHANCING LONG-TERM ECONOMIC VALUE (CONT'D)



MATERIAL MATTER: SUPPLY CHAIN MANAGEMENT

WHY IT MATTERS?

Supply chains have long been the lifeline of economies. They connect industries, enable trade and create opportunities that sustain communities. A strong supply chain also supports local industries, ensures compliance with standards and builds stakeholder trust.

We recognise that managing this network responsibly is vital to delivering clean energy projects that meet high quality, safety and sustainability expectations. Reliable partners, timely access to quality components and adherence to clear standards allow us to complete projects safely and efficiently.

OPPORTUNITIES

- Build trust with clients and regulators through sustainable procurement practices
- Encourage partners to improve their own ESG performance

RISKS

- Exposure to compliance or reputational issues from unethical supplier practices
- Disruptions from external market or geopolitical factors

OUR APPROACH

Samaiden manages supply chains with clear standards and transparent processes. Our suppliers or contractors are required to undergo a pre-qualification process that assesses compliance, capability and ethical practices before being approved. We conduct procurement due diligence checking. Contracts are awarded only to partners who meet these requirements, ensuring reliability and accountability across the value chain.

To safeguard integrity, vendors are required to sign a Vendor Integrity Declaration, committing not to engage in bribery or corrupt practices in any procurement exercise with Samaiden. Breaches of this declaration may result in removal from the approved vendor list and disciplinary action in line with our procurement policies. This measure reflects our **zero-tolerance stance on corruption** and strengthens trust with stakeholders.

Suppliers are also expected to comply with all legal regulations and contractual obligations, ensuring that products and services are responsibly sourced in accordance with national and international standards. We hold our partners accountable for upholding fundamental human rights, with strict prohibition against human trafficking, forced labour and child labour. These expectations are regularly communicated to key suppliers and acknowledged as part of our engagement process. To further promote transparency, all payment transactions are conducted electronically, providing strong governance and a clear audit trail.

In FY2025, we are pleased to report **zero incidents of non-compliance** related to procurement integrity, labour practices or human rights across our supply chain. During the year, Samaiden has introduced sustainability and ESG assessments into our supplier review process. We are working toward evaluating all key suppliers by FY2026 and the outcomes will be disclosed in the following reporting cycle.



0 incidents of non-compliance

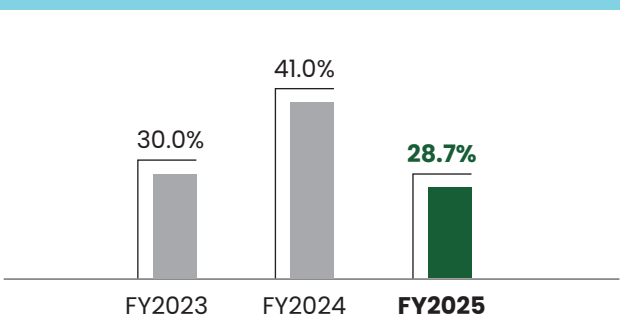
ENHANCING LONG-TERM ECONOMIC VALUE (CONT'D)

SUPPORTING LOCAL VENDORS AND SUPPLIERS

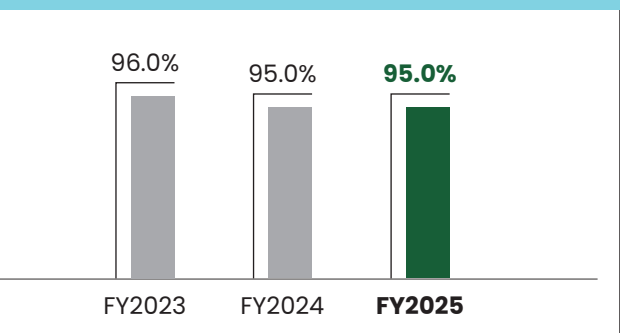
Supporting local economies remains an important focus of our procurement strategy. In FY2025, 95.0% of our 355 active suppliers were local companies, reflecting our strong reliance on Malaysia's vendor ecosystem. By engaging local partners, it sustains jobs and business opportunities while also strengthening the resilience of the communities in which we operate.

That said, procurement spending tells a more nuanced story. Only 28.7% of total procurement value was channelled to local vendors, as specialised clean energy components are more competitively sourced from international suppliers. While this remains a practical necessity, we continue to prioritise local procurement wherever possible and actively seek opportunities to expand the role of local vendors in our projects.

Percentage of Procurement Spent on Local Vendors and Suppliers



Percentage of Local Vendors and Suppliers (By Count)



Samaiden is dedicated to maintain strong, collaborative relationships with our vendors and suppliers, working closely with them to support their transition to sustainable practices. This partnership allows us to implement strategic initiatives that enhance both operational efficiency and alignment with our sustainability objectives.

As part of this effort, we target to launch supplier ESG assessment in FY2026 which aims to gain insights into how our vendors manage their ESG impacts and

communicating our sustainability standards and expectations. The insights gained from this initial assessment will help us understand each vendor's current position in their sustainability journey. From there, we will gradually integrate more ESG criteria into our evaluation process, using a phased approach to guide and support our suppliers in aligning with our long-term sustainability goals. This progressive strategy will enable us to influence their practices over time, encouraging a collaborative path toward shared sustainability commitments.





# FOSTERING ENVIRONMENTAL RESILIENCE



➤ Energy Management

➤ Water Management

➤ Waste Management

GRI 3-3, 302-1, 302-2, 302-3, 302-4, 305-1, 305-2, 305-3, 305-4, 305-5, 306-1, 306-2, 306-3, 306-4, 306-5, 303-1, 303-2, 303-3, 303-4, 303-5



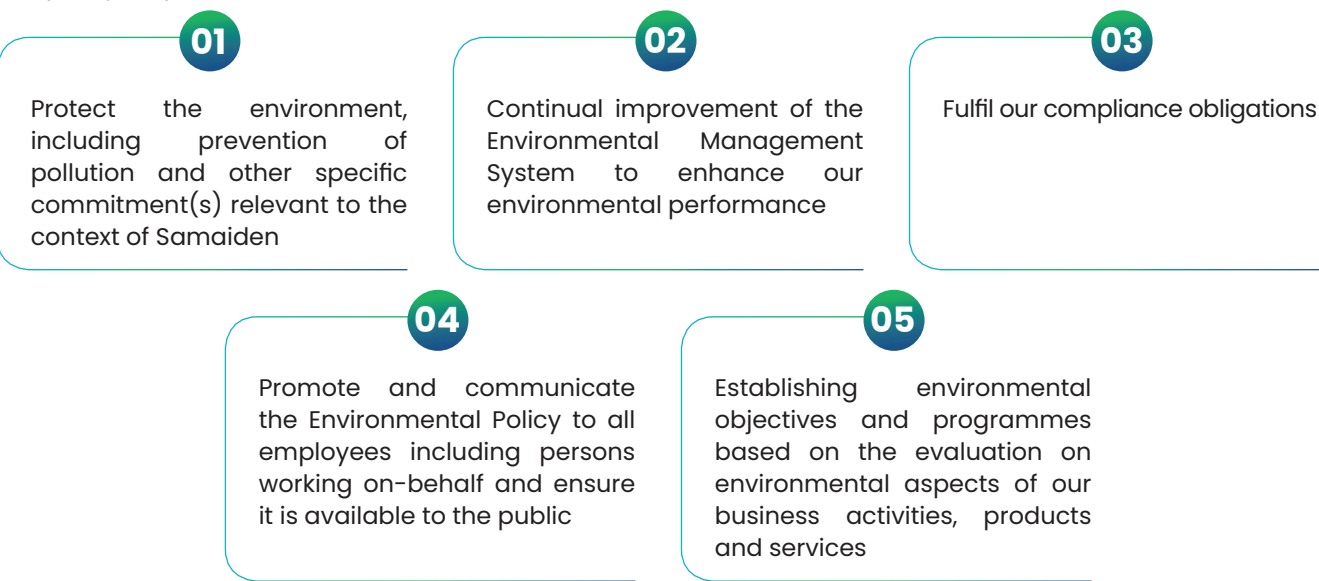
The urgency of addressing climate change has placed environmental resilience at the forefront of global priorities. Nations are advancing ambitious decarbonisation targets, industries are reshaping value chains and communities are demanding sustainable solutions to safeguard resources for the future. Ambitions to achieve Net Zero by mid-century are driving rapid changes in the energy mix, with clean energy, energy efficiency and circular practices emerging as critical enablers of sustainable progress. As part of this broader transformation, Samaiden contributes by enabling clean energy adoption, improving environmental performance across our operations and ensuring responsible use of natural resources.

## FOSTERING ENVIRONMENTAL RESILIENCE (CONT'D)

### ENVIRONMENTAL POLICY

Samaiden's Environmental Policy provides the foundation for how we manage our environmental impacts and responsibilities. It reflects our commitment to operating in a way that safeguards ecosystems, minimises resource use and supports Malaysia's journey toward a low-carbon and sustainable future.

Our policy emphasises:



This policy is applied across our operations, project sites and supply chain, guiding daily practices as well as long-term decision-making. By integrating these principles, we aim to ensure that Samaiden's growth is aligned with environmental resilience and the needs of future generations.



### MATERIAL MATTER: ENERGY MANAGEMENT

#### WHY IT MATTERS?

The global push to reduce carbon emissions has placed energy management at the centre of sustainability efforts. How businesses consume and conserve energy has a direct bearing on climate outcomes, resource efficiency and operational stability. Effective energy use has become both an environmental responsibility and a business imperative.

For Samaiden, this responsibility carries added weight as a clean energy solutions provider. Strong energy management enables us to minimise our own footprint, enhance efficiency and demonstrate leadership in Malaysia's transition to a low-carbon economy. It also encourages our people to embrace sustainable practices in daily operations, reinforcing our commitment to responsible growth.

#### OPPORTUNITIES

- Contribute to Malaysia's National Energy Transition Roadmap and global decarbonisation goals
- Drive innovation in clean energy solutions

#### RISKS

- Higher operational costs from inefficient energy use
- Increased exposure to carbon pricing, penalties or stricter environmental regulations

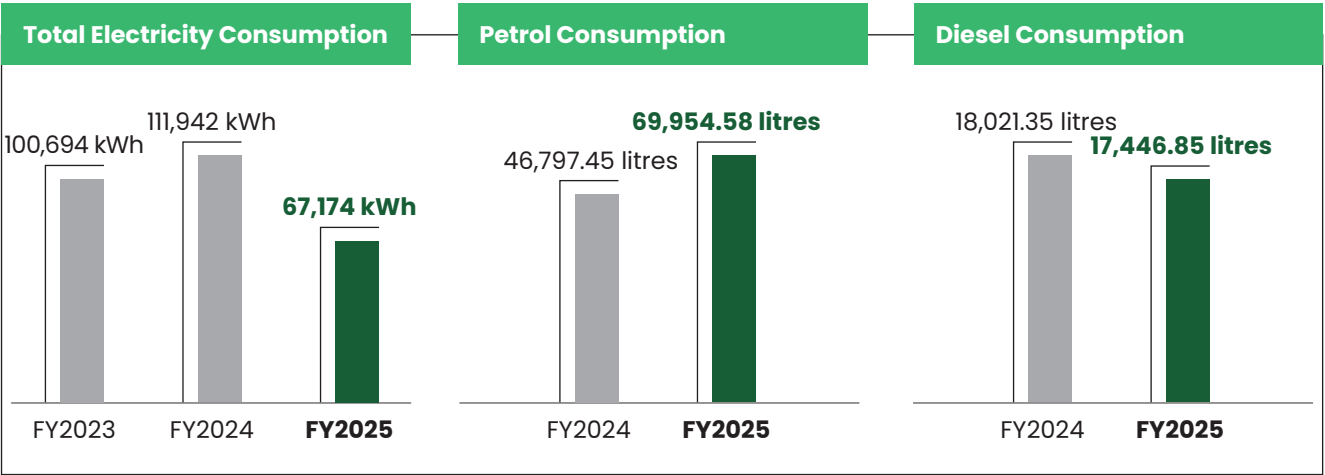
FOSTERING ENVIRONMENTAL RESILIENCE (CONT'D)

OUR APPROACH

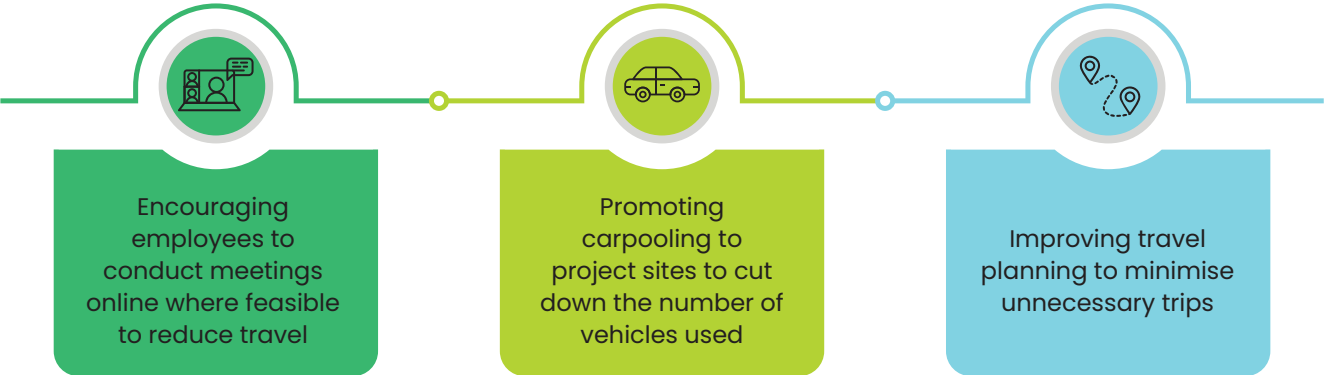
Energy Consumption

Energy use is one of the key aspects of Samaiden’s environmental footprint, as it directly influences both resource utilisation and greenhouse gas (“GHG”) emissions. Recognising this, the Group is taking steps to optimise energy consumption across our operations. Recent efforts include relocating our headquarter to a GreenRE-certified building and promoting conservation practices among employees to manage consumption more responsibly.

Through consistent monitoring of consumption trends and addressing areas of high usage, we can better evaluate progress over time and ensure that our actions translate into tangible results. The table below provides a summary of our energy consumption data over the past three years, highlighting the impact of measures introduced and the areas where further focus is needed.



In FY2025, petrol consumption increased by 49.48% compared to FY2024, rising to 69,954.58 litres from 46,797.45 litres. This increase was mainly due to higher business-related travel as the Group expanded operations and engaged more actively with clients and stakeholders. Although this rise reflects business growth, we recognise the environmental impact of higher fuel usage. To mitigate this, we have introduced several measures:



FOSTERING ENVIRONMENTAL RESILIENCE (CONT'D)

By taking these steps, we aim to gradually curb fuel-based emissions even as business activities continue to expand.

In contrast, electricity consumption recorded a significant reduction. In FY2025, total electricity usage was 67,174 kWh, down from 111,942 kWh in FY2024 and 100,694 kWh in FY2023. On a per-employee basis, consumption fell from 1,086.82 kWh in FY2024 to 508.89 kWh in FY2025, marking a substantial improvement in efficiency.

Year	FY2023	FY2024	FY2025
Total Electricity Consumption (kWh)	100,694	111,942	67,174
Electricity Consumption per employee (kWh/employee)	1,144.25	1,086.82	508.89

This reduction was achieved through several key actions:

- **Relocation to a GreenRE-certified headquarter**, which incorporates sustainable design features aimed at reducing electricity demand and improving efficiency. Key features include:



Energy Efficiency

Optimised Heating, ventilation and air-conditioning (“HVAC”)

Energy efficient lighting



Water Efficiency

Low-flow water fixtures and fittings



Indoor Environmental Quality

Maximised natural daylight and ventilation

- **Adoption of energy-conscious workplace practices**, including switching off unused equipment, maximising use of natural light and regulating indoor temperature controls
- **Better accessibility to public transport**, with the new office located near an MRT station, providing employees with greener commuting alternatives and indirectly reducing energy needs tied to on-site facilities

While fuel consumption rose with business expansion, the significant reduction in electricity use highlights the effectiveness of targeted measures to improve sustainability performance. The challenge ahead will be to build on these gains by further managing transport-related emissions while sustaining energy efficiency at our facilities.

Reduce Environmental Impact from Business Operations

By cultivating an eco-conscious culture across the organisation, we aim to meet regulatory requirements while encouraging our workforce to promote environmental awareness and embed sustainable practices in their daily work. In addition to enabling broader access to clean energy, we place strong emphasis on transparency in monitoring and reporting GHG emissions as part of our sustainability agenda. Since FY2024, our disclosures have expanded to include Scope 3 emissions alongside Scope 1 and Scope 2. As Scope 3 reporting is being introduced

progressively, it does not yet cover our entire supply chain, though efforts are underway to expand its coverage over time.

FY2025 has been designated as the baseline year for our emission reduction targets, covering office and warehouse. The reporting boundary will be progressively expanded to include all sites and operational facilities by FY2026. Upon expansion, the FY2025 baseline will be recalculated to reflect the revised boundry, in line with GHG Protocol guidance.

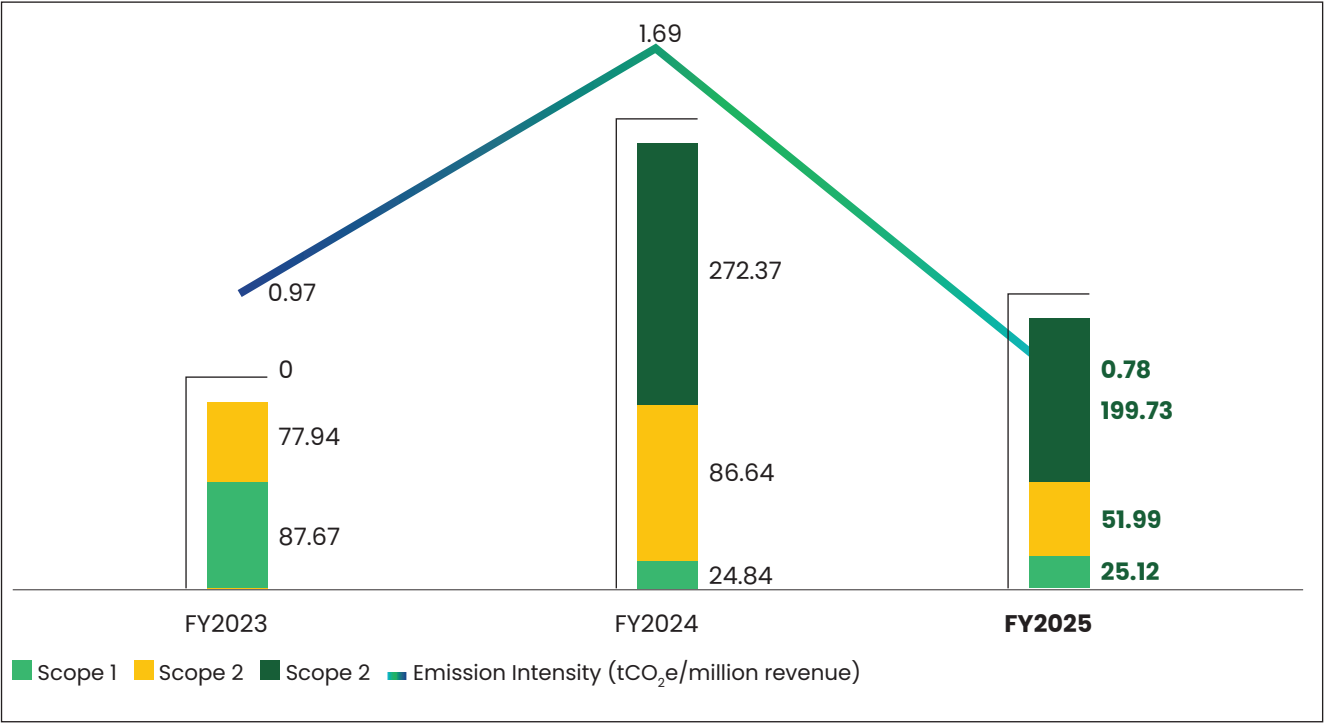


FOSTERING ENVIRONMENTAL RESILIENCE (CONT'D)

The table below presents the Group's GHG emissions for FY2023, FY2024 and FY2025:

Scope of GHG Emission	GHG Emission (tCO <sub>2</sub> e)		
	FY2023	FY2024	FY2025
Scope 1	87.67	24.84	25.12
Scope 2	77.94 <sup>1</sup>	86.64 <sup>1</sup>	51.99
Scope 3	N/A	272.37	199.73
Total Emission	165.61	383.85	276.84

- Notes:
- Scope 1 and Scope 3 are calculated based on emission factors published from the UK Government's GHG Conversion Factor 2025
  - Scope 2 figures has been restated due to the application of the latest grid emission factor (2022) by the Energy Commission ("EC")
  - Calculation methodology follows GHG Protocol Corporate Accounting and Reporting Standard



The emission intensity per million revenue has shown an increase from FY2023 to FY2024 by 74.23% to 1.69 tCO<sub>2</sub>e per million revenue mainly due to the inclusion of Scope 3 emission. In FY2025, total emissions intensity fell significantly to 0.78 per million revenue driven by the reduction in the total emission reported by the year.

Over the past three years, Scope 3 emissions have consistently represented the largest share of Samaiden's carbon footprint. In FY2025, we reported total GHG emissions of 276.84 tCO<sub>2</sub>e, a 28.0% reduction from 383.85 tCO<sub>2</sub>e in FY2024. The improvement was mainly attributed to Scope 3, which fell by 72.64 tCO<sub>2</sub>e to 199.73 tCO<sub>2</sub>e, supported by more efficient travel planning and greater use of digital platforms.

FOSTERING ENVIRONMENTAL RESILIENCE (CONT'D)

While Scope 3 remains the largest contributor, both Scope 1 and Scope 2 also show encouraging progress.

Scope 1 emissions remained stable at 25.12 tCO<sub>2</sub>e in FY2025, after a significant reduction from 87.67 tCO<sub>2</sub>e in FY2023. This reflects the Group's continued effort to manage fuel consumption and reduce reliance on fossil fuels, including the gradual shift towards more efficient transport practices.

Scope 2 emissions (purchased electricity) decreased sharply to 51.99 tCO<sub>2</sub>e in FY2025, down from 86.64 tCO<sub>2</sub>e in FY2024. The reduction of 40.1% was largely due to the relocation of our headquarter to a GreenRE-certified building with higher energy efficiency standards. This demonstrates how infrastructure decisions can have a direct and meaningful impact on our emissions profile.

These results led to a total footprint of 276.84 tCO<sub>2</sub>e in FY2025, compared with 383.85 tCO<sub>2</sub>e in FY2024 and 165.61 tCO<sub>2</sub>e in FY2023. The year-on-year fluctuations reflect both improvements in our operations and the progressive expansion of our reporting boundary, particularly with the inclusion of Scope 3.

Overall, this outcome highlights the progress of our sustainability initiatives and reflects our commitment to continuously improving how we manage environmental impacts. We are intensifying efforts to reduce emissions in line with global climate goals, reinforcing Samaiden's position as a responsible and forward-looking clean energy solutions provider.

To strengthen accountability, the Group has launched internal carbon reduction targets based on FY2025 as the baseline year:

Short-term (by 2030)

Reduce Scope 1 and Scope 2 carbon emissions by 30%.

Long-term (by 2050)

Achieve net-zero emissions for Scope 1 and Scope 2.

These targets reflect our dedication to transitioning towards a low-carbon future while supporting national and international climate ambitions.

Scope 1 Business-owned Vehicles

Scope 1 emissions are generated from direct sources that we own or control. For Samaiden, this relates primarily to our company-owned vehicles, which are mostly fuelled by petrol and diesel. In FY2025, Scope 1 emissions stood at **25.12 tCO<sub>2</sub>e**. Recognising the environmental impact of fossil fuel dependency, we are progressively transitioning our fleet towards electric vehicles ("EVs"). Emissions are calculated based on vehicle size, type and total distance travelled. The emission factors used in these calculations are derived from the UK Government's GHG Conversion Factors 2025, ensuring consistency with internationally recognised methodologies.

Scope 2 Electricity Consumption

Scope 2 emissions represent indirect GHG emissions resulting from purchased electricity consumed in our business operations. This electricity usage is attributable to our office and warehouse facilities. In FY2025, Scope 2 emissions amounted to **51.99 tCO<sub>2</sub>e**, this calculation was derived from the grid emission factor 2022 published by the EC.

Scope 3 Categories 6 (Business Travel) and Categories 7 (Employee Commuting)

Scope 3 emissions encompass all other indirect GHG emissions generated from the Group's business activities that are not directly owned or controlled by the Group. At present, our Scope 3 reporting covers only Category 6 (Business Travel) and Category 7 (Employee Commuting). In FY2025, Scope 3 emissions were **199.73 tCO<sub>2</sub>e**, we remain committed to progressively expanding the scope of our reporting to include additional categories in the future, as part of our continuous efforts to strengthen data collection and align with global best practices in corporate sustainability reporting throughout our value chain. These emissions are calculated using the latest emission factors published in the UK Government's GHG Conversion Factors 2025.

Category 6 Business Travel  
**71.37** tCO<sub>2</sub>e

Category 7 Employee Commuting  
**128.36** tCO<sub>2</sub>e

FOSTERING ENVIRONMENTAL RESILIENCE (CONT'D)

Scope 3

Categories 6 (Business travel) and Categories 7 (Employee Commuting)

Our emissions in Category 6 cover indirect emissions from employee land and air travel, as well as hotel stays during work-related trips. This includes mileage claims for the use of personal vehicles, flights taken for business purposes and overnight stays at hotels.

Furthermore, the Group began tracking its employees commuting to their primary workplace as a form of value-chain emissions since FY2024. The survey has been distributed to estimate employees' travel method, total daily distance travelled to work, type of vehicle and fuel used. In FY2025, the survey was further enhanced to account for multiple modes of transportation, providing a more comprehensive representation of commuting patterns. The emissions were derived using distance-based method by applying the total distance travelled to the emission factors.

Shaping a Low-Carbon Future

At Samaiden, the transition to low-carbon energy is not a distant goal but a reality we are building today. Our expertise in clean energy enables us to contribute in two important ways: by delivering EPCC projects that expand access to clean power and by investing directly in renewable assets that generate measurable reductions in greenhouse gas emissions. Both approaches are aligned with the National Energy Transition Roadmap (“NETR”) and reinforce our role in accelerating Malaysia’s journey towards a more sustainable and resilient energy system.

Indirect Contribution: EPCC Projects in Clean Energy

Samaiden plays a pivotal role in advancing carbon reduction through our EPCC expertise. By delivering clean energy solutions across diverse scales — from residential rooftops to commercial facilities and industrial plants — we are expanding clean energy access for a wide range of stakeholders.

In FY2025, we secured a total of 442.76 MWp in solar energy projects across residential, commercial, industrial, and utility-scale applications throughout Malaysia, bringing our cumulative portfolio to 764.48 MWp to date. Once operational, these new projects are expected to mitigate approximately 479,775 tCO<sub>2</sub>e annually, increasing the total carbon emissions avoided by our portfolio to about 745,691 tCO<sub>2</sub>e per year.

This outcome represents a substantial contribution to Malaysia’s clean energy capacity and sustainability targets, while also reducing reliance on conventional fossil-fuel-based power generation.

Our indirect contributions through EPCC go beyond construction, they establish the infrastructure that enables communities and businesses to participate in the clean energy transition. Through these projects, Samaiden is broadening clean energy adoption and supporting sustainable development across multiple sectors of the economy.

Direct Contribution: Clean Energy Asset Investments

Apart from delivering projects for clients, Samaiden also contributes directly to decarbonisation through its portfolio of clean energy assets. These assets demonstrate our active role in expanding the supply of renewable electricity and reducing dependence on fossil fuels. In FY2025, our five operational solar projects generated a total of 2,320,716.50 kWh of clean energy. Based on the Energy Commission’s 2022 grid emission factor of 0.774 tCO<sub>2</sub>e/MWh, this generation avoided an estimated 1,756 tCO<sub>2</sub>e of emissions that would otherwise have been released from conventional sources.

The environmental benefits extend beyond avoided emissions. Every unit of renewable electricity generated contributes to lowering the overall carbon intensity of the national grid. This creates positive spill-over effects by reducing air pollution, conserving finite fossil fuel resources and supporting a healthier environment for surrounding communities.

During FY2025, we also secured an additional 5 MW of solar capacity currently under development. Once completed in FY2026, these projects will add to our existing portfolio and deliver further reductions in carbon emissions annually. This expansion highlights our commitment to scaling up environmental impact in line with the urgent need to reduce greenhouse gases. By expanding clean energy generation and displacing fossil-fuel-based electricity, we are actively supporting decarbonisation and contributing to a more sustainable energy system for the future.



FOSTERING ENVIRONMENTAL RESILIENCE (CONT'D)

MATERIAL MATTER: WASTE MANAGEMENT

WHY IT MATTERS?

Globally, waste generation continues to rise, driven by rapid urbanisation, industrial activity and consumer demand. This has placed pressure on landfills, increased pollution risks and intensified calls for a shift toward circular economy models. Regulators and communities are demanding stronger accountability from businesses on how materials are managed across their value chains, making waste management not only an environmental issue but also a business priority.

This responsibility extends across the lifecycle of our projects. We focus on proper treatment and disposal to ensure compliance with regulations while reducing environmental impact. By embedding sustainable practices and raising awareness among our workforce, we contribute to resource efficiency and ensure full compliance with environmental regulations.

OPPORTUNITIES

- Strengthen stakeholder confidence through transparent reporting and compliance
- Create value by collaborating with partners to recover, repurpose or recycle project-related materials

RISKS

- Over-reliance on landfill disposal increases long-term environmental burdens and costs
- Improper waste handling could pollute soil, water or air, causing harm to nearby communities and ecosystems

OUR APPROACH

Enhance Proper Waste Management System to Minimise Waste Generation and Improve Material Efficiency

Waste management is more than disposal, it is about treating waste as a resource and closing the loop within our operations. At Samaiden, we apply circular economy principles that emphasise reducing waste generation at source, optimising material use and creating value through recovery and recycling.

For the waste generated through our business activities, we prioritise recycling and recovery wherever possible, and ensure that disposal is done in a safe and compliant manner. To manage this effectively, we have introduced a structured monitoring system that records types and volumes of waste across our operations. This system provides transparency, helps us identify patterns and serves as the basis for targeted reduction measures. A baseline was established in FY2024, enabling us to track year-on-year progress and set more informed goals.

Table below shows composition of waste for FY2024 and FY2025:

	Composition of waste	Quantity (tonne)	
		FY2024 (Baseline)	FY2025
Reused, recycled or recovered of non-hazardous wastes	Solar PV module	2.31	0.18
	General waste	0.26	11.60
Total Waste Diverted from Disposal		2.57	11.78
Waste disposal of non-hazardous waste	General waste	7.04	22.24
Total Waste Directed to Disposal		7.04	22.24



FOSTERING ENVIRONMENTAL RESILIENCE (CONT'D)

In FY2025, total waste generation increased to 34.02 tonnes, compared to 9.61 tonnes in FY2024, mainly due to office relocation and improved data tracking. Despite this rise, the proportion of waste diverted from disposal improved from 26.7% to 34.6%, reflecting stronger recycling and recovery initiatives. Waste directed to disposal also grew in volume, from 7.04 tonnes to 22.24 tonnes, but its share of total waste declined from 73.3% to 65.4%. This indicates progress in shifting a larger share of waste away from landfills, although further measures will be needed to manage rising waste volumes more effectively. The following sections outline our strategies and initiatives for responsible handling and disposal across different waste streams.

Office waste

Since FY2023, the 3R (Reduce, Reuse, Recycle) programme has been implemented, with dedicated 3R bins placed in the office to facilitate responsible waste segregation and disposal. To reinforce this, employees are reminded and encouraged to practise mindful disposal as part of our sustainability culture. Collected recyclables are channelled to licensed waste disposal companies that specialise in recycling, treatment and recovery. Only non-recyclable materials are directed for disposal, ensuring that as much waste as possible is diverted away from landfills. This structured approach combines internal awareness with professional handling by certified partners, giving assurance that waste is managed responsibly. This initiative supports our broader commitment to minimising environmental impact through effective waste and effluent management.



In FY2025, these efforts enabled us to recycle approximately 11.60 tonnes of office waste, a marked increase from previous year. The spike was largely due to our office relocation, which involved the clearing and recycling of significant volumes of materials. Beyond this one-off increase, the programme continues to strengthen our commitment to minimising environmental impact through systematic waste management.

E-Waste

Electronic waste at Samaiden includes batteries, cables, wires, computers, laptops and other electronic components. To maximise resource efficiency, our first priority is to extend the useful life of these items through resale, refurbishment or reuse wherever feasible. This reduces unnecessary disposal and supports a more circular approach to resource use.

For items that can no longer be reused, we work only with licensed recycling centres or certified corporate buyers who have the proper expertise and facilities to handle e-waste safely. These specialised facilities must be equipped to process and recycle electronic devices and components safely. Where recycling is not technically possible, we ensure that e-waste is disposed of in strict compliance with environmental regulations. This prevents health risks to surrounding communities, avoids pollution and supports sustainable resource management.

Site Waste

Samaiden began monitoring general waste disposal at project sites in FY2024, with the first site recording 6 tonnes of waste. In FY2025, the figure rose to 15 tonnes, largely due to project completion activities that generated higher volumes of material.

Going forward, we will extend this monitoring to all project sites to gain a complete picture of our waste footprint. The data will guide us in identifying reduction opportunities, improving on-site segregation and expanding recycling efforts. By embedding these practices into project delivery, we aim to minimise environmental impact while ensuring compliance with industry and regulatory standards.

Responsible Solar Panel Lifecycle Management

Solar PV modules are core components to Samaiden’s business, we take responsibility for managing damaged or defective panels in a safe and sustainable way. Defective units are sent to licensed vendors certified by the Department of Environment (“DOE”) Malaysia, who are qualified to efficiently recover materials such as glass, metals and silicon in an environmentally responsible manner. In FY2025, we have diverted 7 units of panels, equivalent to 0.18 tonnes of waste from disposal. Depending on their condition, panels are refurbished for reused or recycle for material recovery and compliant disposal.

FOSTERING ENVIRONMENTAL RESILIENCE (CONT'D)

“We continue to explore opportunities to improve the reusability and recyclability of panels in line with circular economy practices.”

This structured approach ensures effective end-of-life management, reduces environmental impact, and supports circular practices by maximising resource efficiency. We continue to explore opportunities to improve the reusability and recyclability of panels in line with circular economy practices. Overall, efforts are made to minimise waste generation, and in unavoidable situations, proper waste management practices are strictly followed in accordance with relevant regulations and industry best practices. We are pleased to report that **no penalty or fine has been imposed** by any relevant environmental regulatory authorities during the financial year. We remain dedicated to maintaining responsible waste management practices across our business operations to always ensure full compliance with environmental laws and regulations.



MATERIAL MATTER: WATER MANAGEMENT

WHY IT MATTERS?

Water is under growing stress as population growth, climate change and heavy industry increase demand on limited supplies. This makes responsible use a shared responsibility for all businesses, regardless of consumption levels.

Although Samaiden’s operations are not water-intensive and draw primarily from local utilities, we manage water with care and discipline. We focus on efficiency and seek opportunities to reduce consumption wherever possible. By keeping our usage controlled and transparent, we support collective water stewardship while helping to safeguard this vital resource for communities and ecosystems.

OPPORTUNITIES

- Support collective efforts to safeguard water availability in Malaysia

RISKS

- Potential supply pressure from high-demand sectors and climate change





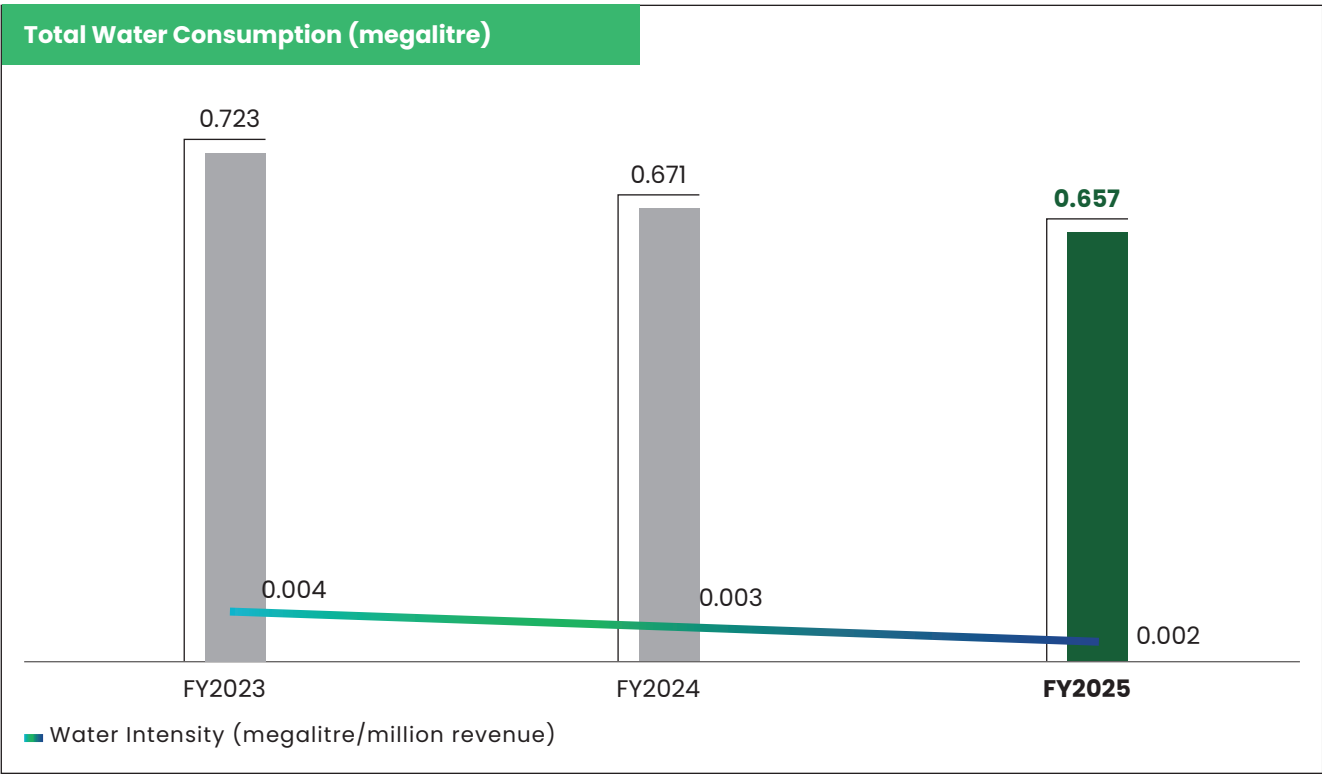
FOSTERING ENVIRONMENTAL RESILIENCE (CONT'D)

OUR APPROACH

Monitor and Assess Water Consumption

At Samaiden, we are committed to reducing water consumption across our operations and ensuring that water resources are managed responsibly. To achieve this, we continuously track and analyse water usage data to identify consumption patterns, assess performance and develop strategies that promote efficient resource use.

Water consumption data for FY2023, FY2024 and FY2025:



Our total water consumption has gradually decreased over the past three years from 0.723 megalitres in FY2023 to 0.671 megalitres in FY2024 and further to 0.657 megalitres in FY2025, representing an overall reduction of approximately 9% since FY2023. More significantly, our water intensity improved from 0.004 megalitres per million revenue in FY2023 to 0.002 megalitres per million revenue in FY2025, marking a 50% improvement. This progress highlights our dedication to optimising resource use while minimising environmental impact.

Although there has been a reduction in both water consumption and water intensity, we continue to implement additional measures to further minimise water usage. This includes conducting periodic inspections to identify and address any water leakage, thereby reducing unnecessary wastage. At the same time, we actively engage with the employees through awareness initiatives that emphasise the importance of water conservation and encourage responsible behaviours in daily operations. By combining operational controls with workforce participation, we continue to minimise environmental impact and reinforce sustainable resource management.



EMPOWERING SOCIETAL ADVANCEMENT



- Occupational Safety & Health
- Labour Practices & Standards
- Workforce Equality, Diversity & Inclusion
- Human Capital Management
- Community Engagement

GRI: 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-9, 403-10, 401-2, 401-3, 406-1, 401-1, 405-1, 404-1, 404-2, 404-3, 413-1



The role of business in society is evolving as expectations for fairness, inclusivity and well-being continue to grow. Companies are now seen as partners in advancing social progress, from protecting people at work to supporting communities in building better futures. A resilient workforce that is diverse, capable and future-ready has become essential for navigating global change. Samaiden embraces this responsibility by contributing to societal advancement in ways that strengthen people, empower communities and enable shared prosperity.



EMPOWERING SOCIETAL ADVANCEMENT (CONT'D)



MATERIAL MATTER: OCCUPATIONAL SAFETY AND HEALTH

WHY IT MATTERS?

Safety is not a one-time effort but a culture that must be embedded into daily operations. A safe and healthy work environment gives people the confidence to perform and organisations the ability to grow.

Ensuring a safe and healthy work environment is fundamental to our operations, particularly given the nature of our industry. Occupational Safety and Health (“OSH”) remains a top priority, as it plays primary role in protecting our employees from workplace risks and supporting their overall well-being.

OPPORTUNITIES

- Improve employee well-being, satisfaction and retention by promoting a strong safety culture
- Enhance operational efficiency by reducing disruptions and downtime
- Strengthen reputation and build trust with stakeholders and regulatory bodies
- Foster innovation and long-term organisational resilience

RISKS

- Non-compliance with OSH regulations could result in legal penalties, fines and reputational damage
- Workplace accidents and injuries
- Unsafe work environments can lead to low employee morale, absenteeism and reduced productivity

OUR APPROACH

OSH is embedded into Samaiden’s operations as a core responsibility. Protecting people on-site and in the office is central to how projects are executed, ensuring that every stage of work is carried out with safety at the forefront.

We adopt a preventive approach by identifying risks early, implementing strict controls and applying industry-recognised safety standards. Regular training, safety drills and the use of appropriate technologies are part of how we maintain vigilance and readiness across our workforce.

Safety extends beyond employees to include contractors, partners and surrounding communities. We work closely with stakeholders to uphold consistent practices and expectations, reinforcing the principle that safety is a shared responsibility.

We have implemented a broad range of OSH initiatives across our operations and continually review and update them our procedures. This collaborative approach protects our people and strengthens the resilience and sustainability of our operations.

EMPOWERING SOCIETAL ADVANCEMENT (CONT'D)

Compliance to Safety Standards

Our Health, Safety and Environment (“HSE”) Policy ensures alignment with both local and international requirements, including ISO 45001:2018 Occupational Health and Safety Management Systems and all relevant legislation. The policy commits us to:

- Implement, enforce and comply with ISO 45001:2018 Occupational Health and Safety Management Systems and all applicable HSE legal requirements and continually improve its effectiveness
- Preventing work-related fatalities, injuries, ill health, diseases, property damage and near misses
- Implement, enforce and comply HSE practices include undertaking any preventive measure deemed necessary in compliance to relevant HSE legislations and regulations
- Continuously improve and maintain an environmentally friendly, safety and healthy working environment, prevention of injuries and ill-health and system of work for all employees and visitors, by ensuring adequate control to minimise risks to employees, visitors and the public
- Committed to consultation and participation of workers and workers’ representative

To further our commitment to safety, we adopt a structured approach in our OSH management, which includes:



Hazard Identification, Risk Assessment & Risk Control (“HIRARC”)

Systematically identifying potential hazards, assessing associated risks and implementing control measures to mitigate them.



Prevention and Control

Implementing proactive strategies and controls to prevent accidents and manage risks effectively.



Review Controls

Regularly reviewing and updating safety controls to ensure their effectiveness and relevance.



Safety Sharing, Safety Observation & Safety Documentation

Promoting safety awareness through sharing best practices, observing safety practices in action and maintaining comprehensive safety documentation to support continuous improvement.

To maintain transparency and ensure accountability in our safety management, we regularly track and review our OSH performance each month. These metrics provide valuable insights that help us reduce workplace risks and reinforce a strong culture of safety throughout the organisation.

The following key OSH performance indicators demonstrate our safety achievements from FY2023 to FY2025:

OSH performance Indicators	FY2023	FY2024	FY2025
Total safe manhours (hours)	229,245	1,405,884	1,806,211
No. of work-related fatalities	0	0	0
Lost time incident rate	0	0	0
Total number of loss time Incident (“LTI”)	0	0	0
Total recordable incident rate (“TRIR”)	0.00 <sup>1</sup>	0.00	0.00
Near Miss Cases	2	4	0
First Aid Cases	0	1	2
Number of Stop Work Order	N/A	12	8

Notes:

1. This figure has been restated based on the revised information

EMPOWERING SOCIETAL ADVANCEMENT (CONT'D)

The Group is pleased to report that there have been zero work-related injuries, fatalities or lost time incidents over the three-year period from FY2023 to FY2025. A lost time incident is defined as a work-related injury or illness that prevents an employee from performing their regular job duties, requiring time off for recovery or reassignment to modified duties during the recovery period. This data covers both our employees and contractors operating across project sites throughout the year.

The OSH performance indicators for FY2024 and FY2025 show a noteworthy increase in total safe manhours, rising from 1,405,884 hours to 1,806,211 hours. While near miss cases were reduced from 4 to 0 in FY2025, this increase indicates improved hazard awareness among employees.

The issuance of 8 stop work orders in FY2025 further demonstrates commitment to proactive risk control, enabling us to address hazards promptly before they escalate.

Overall, these results reinforce our dedication to creating and maintaining a safe and healthy workplace where risks are effectively managed.



Emergency Preparedness and Responses

Emergency preparedness is an integral part of our occupational safety framework, ensuring that the Group can respond swiftly and effectively in the face of unexpected events. The Emergency Response Team ("ERT") is a key component of our Emergency Response and Preparedness Programme. Comprising trained

personnel, the ERT is equipped to lead and coordinate the Group's actions in the event of an emergency. The ERT is tasked with managing emergency operations, ensuring that all personnel follow safety procedures and providing support during evacuation or rescue efforts.

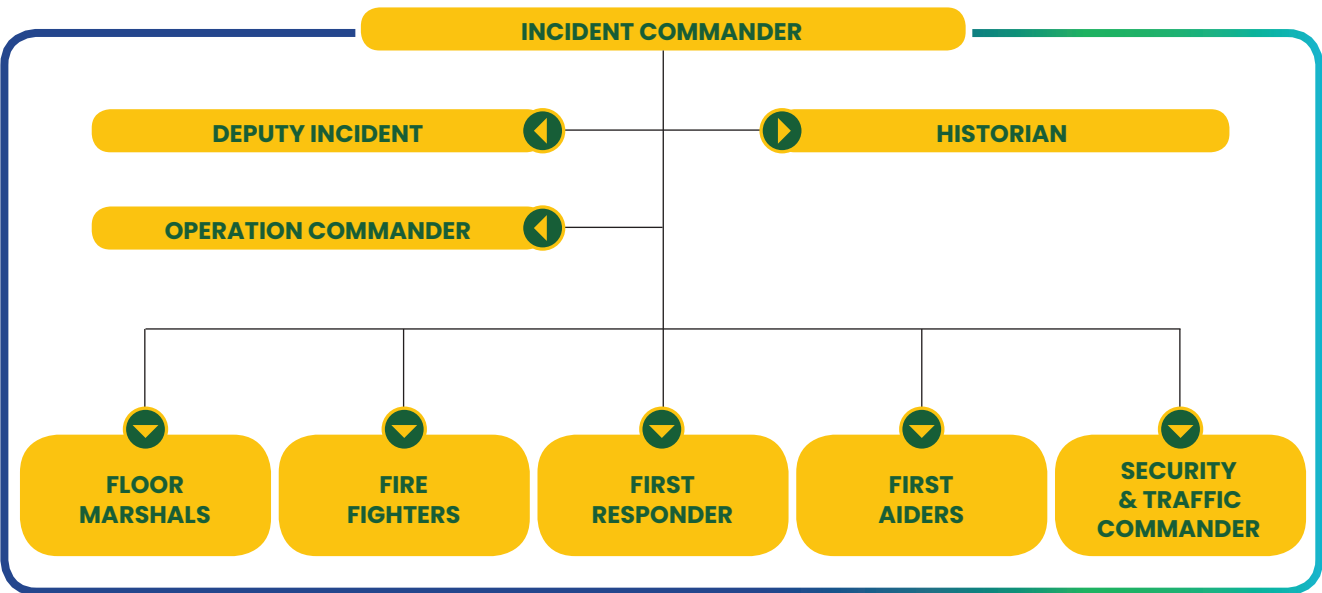


Figure 1: Emergency Response Team Organisation Structure

EMPOWERING SOCIETAL ADVANCEMENT (CONT'D)



We conduct regular emergency drills to enhance our readiness, whether initiated by our team or mandated by building management. These drills are designed to simulate realistic emergency scenarios, giving employees the opportunity to apply their training in a controlled environment. Participation is mandatory for all staff, ensuring that every individual knows how to react swiftly, follow evacuation routes and support colleagues when emergencies occur. By repeating these exercises, we strengthen familiarity and reduce panic in real-life situations.



In addition to specialised training, we prioritise a thorough induction process for all new employees. Each new hire undergoes a detailed Safety Induction alongside the Corporate Induction, ensuring they are well-versed in key workplace safety protocols, regulations and precautions from day one.

Samaiden has implemented an ongoing health and safety awareness programme that extends beyond emergency response into broader well-being. This initiative covers important topics such as identifying and managing workplace hazards, promoting good hygiene to reduce illness and offering guidance on responding to health emergencies. Importantly, it also prepares employees for challenges linked to climate and extreme weather events, including monsoons, floods and droughts. Through continuous education and engagement, we enable our employees to prioritise their health and effectively navigate various OSH challenges.

OSH Training

We enhance workplace safety through training programmes that equip employees and contractors with essential safety knowledge and practical skills. These programmes blends classroom instruction with hands-on activities to increase awareness of hazards and ensure effective responses in emergency situations.

In FY2025, safety trainings were conducted in collaboration with industry partners, covering the following areas:



Manual Handling

This programme trains workers to identify hazards associated with manual handling and to minimise injury risks. It focuses on proper lifting techniques and posture, with particular emphasis on general workers from subcontractors.



Safe Forklift Operational Training

This training equips Samaiden employees and contractors with the critical knowledge and skills for safe and efficient forklift operation, aimed at preventing accidents and property damage.



## EMPOWERING SOCIETAL ADVANCEMENT (CONT'D)



### Toolbox Briefing

Toolbox briefings are conducted regularly across various project sites, focusing on specific health and safety topics relevant to daily tasks. These sessions aim to raise awareness, reinforce safety protocols and address any immediate risks related to the day's activities. They help ensure that all team members are aligned on safe work practices, preventive measures and any changes in site conditions.



### Working at Height Training

This training covers critical areas such as height safety legislation, safety harness inspection, effective control measures for work at heights and suspension trauma management. It is designed to equip employees, contractors and subcontractors with essential knowledge to minimise risks when working at heights. The training stresses strict adherence to safety protocols and regulatory compliance.



### Safety and Health Officer Training

This programme provides relevant employees with comprehensive knowledge of the Occupational Safety and Health Management System ("OSHMS"), risk assessment, and legal OSH requirements. It also includes planning and implementing OSH initiatives, preparing participants to handle real-world safety challenges. Upon successfully passing the examination and registering with the Department of Occupational Safety and Health ("DOSH"), participants qualify to serve as competent Safety and Health Officers.



### First Aid and Cardiopulmonary Resuscitation Training

To enhance workplace safety and emergency preparedness, the Group conducted First Aid and Cardiopulmonary Resuscitation ("CPR") training for employees. The training provided essential life-saving skills, including response techniques for cardiac arrest, choking and other medical emergencies. Delivered through a combination of theory and hands-on practice, the programme aimed to equip employees with the confidence and knowledge to act effectively in critical situations. This initiative supports our commitment to OSH and promotes a safety-conscious workplace culture.



## EMPOWERING SOCIETAL ADVANCEMENT (CONT'D)



### NIOSH Tenaga Safety Leader Passport

Recognising the importance of cultivating strong safety leadership within the organisation, selected employees took part in the NIOSH Tenaga Safety Leader Passport programme. Organised by the National Institute of Occupational Safety and Health ("NIOSH"), the programme is designed to develop safety leaders who can proactively identify hazards, promote safe work practices and influence positive behavioural change in the workplace. Through a structured training framework, participants gained deeper insights into safety leadership, communication and risk management, enhancing their ability to serve as role models and advocates for occupational safety and health across the organisation.

In FY2025, a total of 119 personnel successfully completed health and safety training. At Samaiden, we remain committed to strengthening workplace safety by providing comprehensive training and ensuring strict adherence to health and safety regulations. These initiatives are essential to fostering a safe, healthy and responsible working environment for all.



### MATERIAL MATTER: LABOUR PRACTICES & STANDARDS

#### WHY IT MATTERS?

Strong labour practices and standards are the foundation of a productive workplace. They safeguard employee rights, ensure compliance with regulations and promote ethical employment.

By upholding these principles, we ensure that all employees are treated with respect and fairness. We maintain a strict zero-tolerance policy against harassment, discrimination and forced labour, reflecting our dedication to a safe and respectful workplace.

#### OPPORTUNITIES

- Strengthen talent attraction and retention through fair and ethical labour policies
- Support long-term operational stability by maintaining a motivated and engaged workforce

#### RISKS

- Negative stakeholder perception if ethical employment standards are not maintained
- Legal penalties or reputational harm if labour laws and regulations are breached

#### OUR APPROACH

At Samaiden, consistent labour practices form the foundation of how we manage our workforce and interact with contractors and partners. We are committed to fostering a positive work environment that prioritises employee well-being.

The Group's Employee Handbook and Code of Conduct ("COC") serve as key references for all employees and are introduced during the onboarding process for every new hire. These documents outline employment policies, procedural guidelines, legal obligations, leave entitlements, employee benefits and grievance procedures.

As part of this commitment, we offer a comprehensive range of employee benefits, as detailed in the Employee Handbook. To remain relevant and compliant with updating regulations, particularly the Employment (Amendment) Act 2022, the Employee Handbook is reviewed and updated regularly. This ensures that all employees are well-informed of their rights, responsibilities and the support systems available to them.

EMPOWERING SOCIETAL ADVANCEMENT (CONT'D)

In FY2025, key benefits provided to employees include:

Employee Benefits and Well-Being



Group Personal Accident Insurance



Group Hospitalisation and Surgical Insurance



Outpatient Medical Treatment



Optical and Dental Eligibility



Employee Share Option Scheme



Flexible Work Arrangement



Annual Leaves Enhancement



Special Leaves Options



Medical Check-up

Employee Benefits

Group Personal Accident (“GPA”) Insurance

Starting from FY2024, all permanent and contract employees of the Group are covered under a GPA insurance scheme. This insurance provides 24/7 nationwide coverage for all types of accidents occurring within Malaysia, with annual coverage ranging from RM30,000 to RM100,000, depending on the employee’s job grade or position. Subject to specific exclusions, the GPA insurance offers financial protection in the unfortunate event of accidental death or permanent total disablement. For FY2025, no expenditure was recorded under the GPA Insurance.

Group Hospitalisation and Surgical (“GHS”) Insurance

GHS insurance is provided to all permanent and contract employees, offering essential financial support during medical emergencies. The coverage is claimable at any time within Malaysia and includes a range of expenses such as intensive care unit (“ICU”) stays, surgical fees and ambulance services. Coverage limits vary based on the employee’s job grade or position. In FY2025, the Group incurred a total expenditure of **RM39,087.75** under the GHS Insurance scheme.

Outpatient Medical Treatment

Outpatient medical treatment is made available to all permanent and contract employees through Alam Medic Clinic. Covered services include general consultations, diagnostic tests, minor procedures and follow-up visits. In FY2025, the Group enhanced the annual allocation for medical benefits to better align with rising healthcare costs and medical inflation. This revision reflects our ongoing commitment to employee well-being by expanding access to medical services, reducing the financial burden of healthcare expenses. A total of **RM25,074.40** was recorded in outpatient medical treatment expenditure during the year. By strengthening our healthcare coverage, we aim to foster a healthier, more engaged and productive workforce.

Optical and Dental Eligibility

As an added benefit to employee well-being, Samaiden offers optical and dental coverage to long-serving employees. Those who have completed three or more years of service are eligible to claim up to RM350 per annum for related expenses. This perk is designed to encourage good health and enhance quality of life beyond regular medical benefits. In FY2025, a total of **RM2,082.00** was disbursed under this programme.

Employee Share Option Scheme (ESOS)

Samaiden recognises that financial well-being and shared success are key to cultivating a motivated workforce. The ESOS enables eligible employees to grow together with the Group’s long-term success by aligning individual performance with collective achievements. It aims to reward performance and strengthen employee loyalty through long-term value creation.

During the financial year, a total of 1,047,800 share options were granted to eligible employees, with 807,800 options remaining outstanding as at 30 June 2025.

Employee Well-Being

At Samaiden, we believe that prioritising employee well-being is fundamental to building a vibrant, motivated, and resilient workforce. Our initiatives are designed to go beyond traditional work-life balance, providing employees with the flexibility, support and resources needed to thrive both professionally and personally.

Flexible Work Arrangement

To accommodate the diverse needs of our workforce, Samaiden offers a flexible work arrangement through the Staggered Hours programme. Employees may choose from three different schedule options, allowing them to align their work hours with personal

EMPOWERING SOCIETAL ADVANCEMENT (CONT'D)

commitments. This initiative promotes better work-life integration and supports employee productivity and morale.

Annual Leaves Enhancement

Effective 1 January 2024, we updated our annual leave policy to grant an additional day of leave to employees who have served more than two years. This policy not only acknowledges employee loyalty but also promotes rest, rejuvenation and overall well-being. By enhancing leave benefits, we aim to strengthen employee satisfaction, retention and our ability to attract experienced talent.

Special Leaves Options

Recognising the importance of flexibility during life’s pivotal moments, the Group offers a variety of special leave options:



Study Leave

Supports employees in pursuing further education or professional development.



Compassionate Leave

Provides time off during times of personal hardship, such as illness or bereavement.



Parental Leave

Grants paid time off for employees to care for their newborns, supporting a healthy work-family balance.

These leave policies are crafted to foster a supportive culture and reinforce our commitment to our employees’ personal journeys.



MATERIAL MATTER: WORKFORCE EQUALITY, DIVERSITY & INCLUSION

WHY IT MATTERS?

By valuing diverse perspectives and ensuring fair opportunities, companies can enhance decision-making and strengthen employee engagement. Lack of inclusivity can lead to inequality and social tension, undermining organisational cohesion.

Samaiden recognises that a diverse and inclusive workforce is strategic for driving innovation and sustaining competitiveness in the clean energy sector. We strive to cultivate an environment with equal opportunities to grow and contribute regardless of the differences.

OPPORTUNITIES

- Positive community and social development outcomes by promoting fair treatment and ethical employment
- Drive innovation and creativity through a diverse workforce

Medical Check-up

As part of our proactive health strategy, regular medical check-ups are provided to all employees. These include basic health screenings such as blood pressure, cholesterol, glucose levels and general wellness assessments. By encouraging preventive care and early detection, we help our employees take charge of their health and reduce long-term risks.



Code of Conduct

The Group’s COC is applicable to all employees across Samaiden, its subsidiaries, and associates. Introduced during onboarding and reinforced throughout employment, the COC outlines the standards of ethical behaviour expected in all internal and external interactions.

**We uphold a zero-tolerance policy against bullying, harassment and discrimination.** Any violations are subject to strict disciplinary action. A formal reporting mechanism is in place to ensure transparency and accountability for breaches of the COC, company policies, or applicable laws.

We are pleased to report that in FY2025, there were **zero reported cases of misconduct**, demonstrating our collective commitment to maintaining a values-driven workplace culture.

RISKS

- Difficulty attracting and retaining diverse talent in a competitive labour market
- Reduced employee morale and trust if inclusivity is lacking



EMPOWERING SOCIETAL ADVANCEMENT (CONT'D)

OUR APPROACH

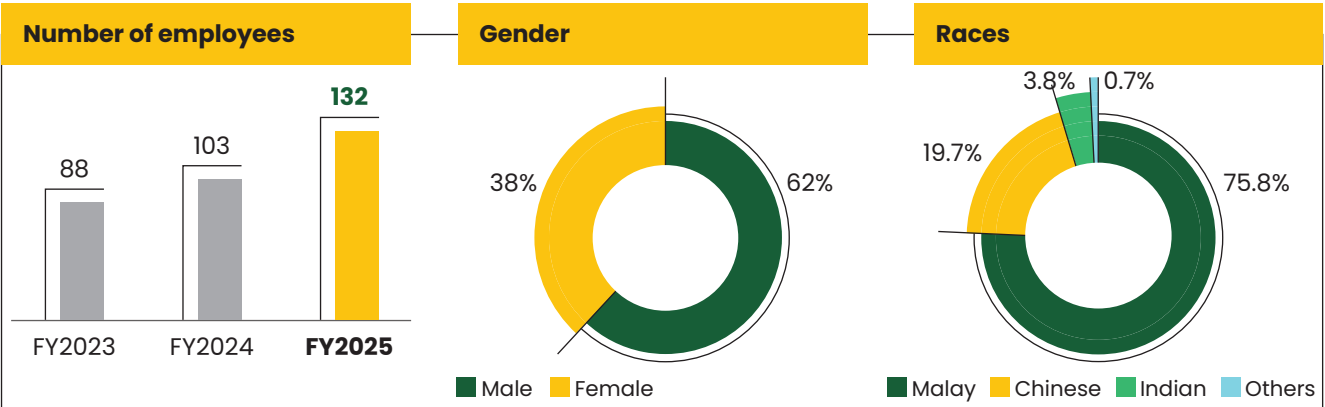
Our approach to diversity and inclusion is built on equitable opportunities and fair treatment for all. We recruit based on merit and potential, welcoming candidates from different backgrounds to create a workforce enriched with perspectives that drive innovation and sharpen our response to industry challenges.

An inclusive environment where employees feel they belong and are empowered is a priority. We encourage open dialogue, mutual respect and collaboration, supported by training programmes that address bias and promote equality. Differences in gender, religion, age, and nationality are recognised as strengths that enhance the workplace.

Retention efforts emphasise equal access to growth, development and career advancement, ensuring that employees can reach their full potential while strengthening organisational cohesion.

Our leadership reflects these values, with a Board of Directors consisting of six members and a workforce of 132 employees representing diverse genders, religions, age groups, and nationalities. This diversity underlines our commitment to building a fair and inclusive workplace where everyone can contribute meaningfully to shared success.

	Board	Senior Management	Mid-Management	Senior Executive	Executive	Non-Executive
No. of Staff	6	2	33	9	66	16
Gender						
Male	67%	100%	67%	33%	58%	81%
Female	33%	0%	33%	67%	42%	19%
Nationality						
Local	100%					
Age						
<30 years	0%	0%	15%	33%	79%	94%
30–50 years	33%	100%	82%	67%	19%	6%
>50 years	67%	0%	3%	0%	2%	0%
Ethnicity						
Bumiputera	33%	0%	52%	67%	89%	100%
Chinese	67%	100%	36%	33%	8%	0%
Indian	0%	0%	9%	0%	3%	0%
Others	0%	0%	3%	0%	0%	0%
Employment type						
Permanent		100%	70%	67%	53%	19%
Contract		0%	30%	33%	47%	81%



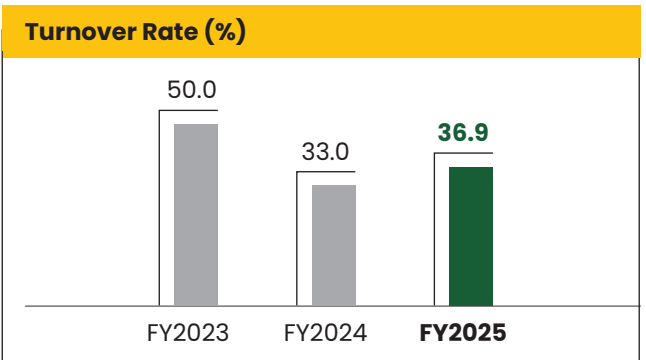
EMPOWERING SOCIETAL ADVANCEMENT (CONT'D)

Our Group’s business operations underwent significant expansion in FY2025, as reflected by a 28.0% increase in employee headcount compared to the previous fiscal year. A total of 79 new employees joined the organisation, enhancing our capabilities as we continue to scale our operation.

However, the employee turnover rate for FY2025 stood at 36.9%, driven by 48 resignations during the year. While this rate is notable, it is primarily attributed to factors such as a highly competitive job market, the natural completion of project-based contract roles and employees pursuing career advancement, which are common trends across the industry.

The 3.9% increase in the attrition rate as compared to 33.0% in FY2024 indicates the need to continually refine our employee engagement and retention strategies.

We focus on expanding career development opportunities, strengthening training programmes and building an inclusive workplace culture. Through these efforts, we aim to foster long-term loyalty and encourage employees to grow with Samaiden.



	NEW HIRE			TURNOVER		
	FY2023	FY2024	FY2025	FY2023	FY2024	FY2025
Total Staff	51	52	79	39	32	48
GENDER						
Male	25	31	46	22	19	26
Female	26	21	33	17	13	22
AGE						
<30 years	27	36	48	18	17	24
30-50 years	22	13	30	19	15	22
>50 years	2	3	1	2	0	2
NATIONALITY						
Local	51	52	79	39	32	48
Foreign	0	0	0	0	0	0
EMPLOYEE CATEGORY						
Senior Management	2	2	0	2	1	0
Mid-Management	14	6	16	9	9	12
Senior Executive	3	4	3	6	1	5
Executive	28	34	45	17	20	27
Non-Executive	4	6	15	5	1	4



## EMPOWERING SOCIETAL ADVANCEMENT (CONT'D)

### Samaiden Internship Programme

Samaiden Internship Programme serves as a platform for nurturing future talent and providing young professionals with practical exposure to the clean energy industry. In FY2025, we welcomed 11 interns who demonstrated a genuine passion for sustainability and a strong willingness to learn and contribute. Interns are given the opportunity to work alongside experienced teams, gaining hands-on experience in project development, engineering, strategic planning and other key functions within the Group.

Beyond technical knowledge, the programme emphasises professional growth by instilling workplace values such as collaboration, accountability and problem-solving. Interns are encouraged to contribute ideas, participate in real projects and experience the fast-paced dynamics of the clean energy sector.

### Employee Engagement

Throughout the reporting year, the Group has actively fostered an engaging and dynamic work environment through various employee-centered activities and initiatives. Our focus is on cultivating a supportive and vibrant workplace where employees feel valued and connected. In FY2025, the following employee engagement initiatives were undertaken:



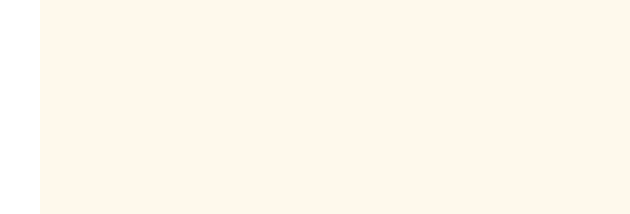
#### Birthday Celebration

Celebrating birthdays is a simple yet meaningful way to appreciate our team members and nurture a positive work culture. These moments make employees feel recognised and foster a sense of belonging and teamwork. We celebrate birthdays once a quarter to regularly honour personal milestones, which strengthens relationships across departments and contributes to a more vibrant workplace.



#### Festival Celebration

We take pride in honoring the rich diversity that shapes our workplace by embracing Malaysia's vibrant cultural festivals. Throughout the year, we gather to celebrate significant festivals. These occasions allow us to recognise the diverse traditions and customs of our employees, strengthening mutual respect and deeper bonds across the workforce.



## EMPOWERING SOCIETAL ADVANCEMENT (CONT'D)



### Iftar and Annual Dinner Celebration

On 21 March 2025, we held a special Iftar and Annual Dinner to celebrate our achievements and the strong bond that unites us as a Group. This event was a chance to recognise and appreciate the dedication and hard work of our talented employees who contribute to Samaiden's success.



### Badminton Game

As part of our continuous commitment to fostering a healthy, active and connected workforce, we organised a company-wide Badminton Game. This event encouraged physical activity and helped strengthen relationships among colleagues by promoting teamwork and collaboration. The enjoyable and competitive spirit offered employees a welcome break from their daily tasks, supporting both their physical health and mental well-being.



### Team Building

A 2-day, 1-night team-building retreat was held in Port Dickson, featuring games, performances, and sharing sessions to strengthen relationships and team spirit beyond daily work. The retreat provided employees from different departments and different regions the chance to connect, collaborate, and build stronger bonds.



### Departmental Sharing Sessions

Regular departmental sharing sessions provide teams with a platform to exchange updates, share progress, and discuss key developments. These sessions strengthen transparency and collaboration, helping departments stay aligned and focused on shared goals.





EMPOWERING SOCIETAL ADVANCEMENT (CONT'D)



Employee Survey

We place strong emphasis on employee feedback as a key driver of continuous improvement. Regular surveys provide insights that guide enhancements to workforce satisfaction and engagement, while ensuring employee perspectives help shape strategic decisions. By actively listening and responding, the Group reinforces a culture where every voice matters.



Durian & Good Vibes

We hosted a Durian Fest in the evening to strengthen workplace camaraderie and celebrate the richness of local culture. Held in a casual and welcoming atmosphere, the event brought together employees from various departments, providing a refreshing break from the usual work routine. Everyone had the opportunity to enjoy a wide variety of durians—Malaysia’s iconic “King of Fruits”—while mingling and sharing light-hearted moments with colleagues. The evening was filled with laughter, friendly conversations and the simple joy of connecting over a shared cultural experience.



MATERIAL MATTER: HUMAN CAPITAL MANAGEMENT

WHY IT MATTERS?

The strength of any organisation lies in its people. Effective human capital management ensures the right skills are in place and serves as a valuable asset to the company. The dedication and expertise of our workforce enable the Group to navigate industry transformations and deliver reliable solutions. For Samaiden, strong human capital management underpins operational excellence and our ability to meet industry demands.

OPPORTUNITY

- Grooming and developing skilled talent creates opportunities to strengthen business sustainability and long-term growth

RISK

- Difficulty in attracting and retaining talent, including risks of skill shortages, high turnover and lower employee engagement

OUR APPROACH

Unleashing Talent Through Dynamic Training

Attracting and retaining skilled professionals aligned with our vision is a strategic priority. We invest consistently in workforce development to ensure our team remains agile and capable of responding to industry demands and opportunities.

In FY2025, we invested RM53,708 towards comprehensive training programmes, both internal and external. Over the year, employees completed accumulated 1,898.50 training hours, averaging 14.38 hours per employee. These programme spanned technical expertise, leadership and management development, strengthening our workforce to support the Group’s growth and contribute to the wider transition towards sustainable energy.

EMPOWERING SOCIETAL ADVANCEMENT (CONT'D)

Training Attended by Our Employees in FY2025

Month

Sustainability in Action: ESG for the Whole Organisation	
Construction Contract Management and Procurement	July 2024
Industrial Relations & Domestic Inquiry	
Strategic Procurement, Negotiation Skills & Cost Reduction Techniques	
Basic Working At Height	September 2024
Lifting Supervisor	
Preparation Course Certified Construction Project Manager (CCPM L6)	
Internal Training: Microsoft Excel	October 2024
Bursa Malaysia Workshop on IFRS Sustainability Disclosure Standards	
Internal Training: Large Scale Solar Design	November 2024
Internal Training: Biogas & Biomass Basics: Harnessing Clean energy For Sustainable Future	
Mandatory Accreditation Programme Part II: Leading for Impact	December 2024
Internal Training: Microsoft Project	
Advance working At Height	
Basic Occupational First Aid, CPR & AED Training Course	
Program Coaching Score 2025 CIDB Negeri Selangor	February 2025
Discover how Salesforce leverages its own solutions, including Tableau, to achieve operational excellence and business growth.	
NIOSH Tenaga Safety Leader Passport Stamp duty self assessment system	
Understanding Anti-Bribery Anti Corruption Management System	
International Trade Terms (INCOTERMS), Shipping Import & Export	May 2025
Documentation Procedures and Letter Of Credit	
Payroll Administration Masterclass With Latest Employment Law Updates	June 2025
Understanding The Energy Efficiency Conservation Act And Its Impact on Organization	

Notes:

- The table above reflects only the key training programmes attended by employees and does not cover all sessions conducted.
- Reported training hours may be understated as certain sessions were not fully recorded. The Group is enhancing its tracking mechanism to ensure all training hours are captured accurately moving forward.



## EMPOWERING SOCIETAL ADVANCEMENT (CONT'D)

### Leadership Development – Lead with Impact (“LIP”)

Developing capable and purpose-driven leaders is essential to sustaining our long-term growth and organisational resilience. With this in mind, the Group launched the LIP programme, an internal leadership development initiative aimed at grooming future leaders across all levels. Grounded in the belief that everyone has the potential to lead, the programme builds key capabilities in communication, critical thinking, decision-making, trust-building and personal leadership presence. Participants embark on a structured journey focused on mindset transformation, fuelled by emotional intelligence, strategic thinking, and values-based leadership. Key modules include leading with purpose, building high-performing teams and navigating complexity through critical and strategic thinking. Through this initiative, we are nurturing a pipeline of self-aware, agile and impact-driven leaders equipped to shape the future of our organisation.



### Leveraging Feedback for Positive Performance Improvement

At Samaiden, performance appraisals are treated as opportunities to strengthen communication, recognise achievements, and chart future growth. Conducted on a bi-annual basis, these structured sessions provide employees and managers chances to reflect on progress, discuss challenges and align on expectations moving forward. By keeping the process consistent and transparent, we ensure that feedback is delivered fairly and constructively across all levels of the organisation.

Our appraisals emphasise two-way dialogue, where employees are encouraged to actively participate in conversations about their performance. Recognition of individual and team accomplishments during these sessions reinforces a sense of value and motivation, while constructive feedback supports continuous improvement.

Another key focus of the appraisal process is goal alignment. Employees are guided to link their personal objectives with the Group’s broader business strategy, ensuring that individual growth directly contributes to organisational success. This alignment builds shared priorities and accountability at every level.

The process also serve as a platform for career and skills development planning. Managers work with employees to set clear development goals and identify career pathways. Employees are also encouraged to propose training programmes for personal growth, reinforcing ownership of their development journey while staying aligned with organisational needs. As part of this, we also focused on grooming successors for key management roles to ensure leadership continuity. Managers provide coaching and guidance to help employees grow within their roles while preparing for future responsibilities.

In doing so, appraisals act as a foundation for building a workforce that is capable ready to take on new challenges as the organisation evolves.

## EMPOWERING SOCIETAL ADVANCEMENT (CONT'D)



### MATERIAL MATTER: COMMUNITY ENGAGEMENT

#### WHY IT MATTERS?

Community engagement is essential to building mutual trust, inclusivity and shared value between Samaiden and the communities we operate in. By understanding local perspectives and responding to the needs of various stakeholders, we ensure that our initiatives are relevant and impactful. This strengthens social acceptance of our operations while aligning our sustainability efforts with broader societal well-being.

#### OPPORTUNITIES

- Build long-term goodwill and trust with local communities and stakeholders
- Create partnerships with schools, NGOs and local organisations to expand social and environmental impact

#### RISKS

- Perceptions of neglect or insensitivity to local concerns could weaken stakeholder relationships
- Limited or ineffective engagement could result in resistance or reduced community support

#### OUR APPROACH

Our approach to community engagement focuses on building meaningful, long-term relationships through collaboration and shared purpose. We actively partner with local organisations, educational institutions and social groups to develop initiatives that support education, environmental awareness and improved quality of life.

#### UTP-RIA: Brightening Futures

As part of our community outreach, we supported the Universiti Teknologi Petronas-Reach Impact Alliance (“UTP-RIA”), a student-led initiative focused on community engagement and environmental sustainability. The project aims to replace all conventional incandescent bulbs with energy-efficient LED bulbs at Persatuan Kebajikan Anak-Anak Yatim Kasih Sayang Ipoh, an orphanage which is home to over 25 children.

Ahead of the installation, Samaiden conducted an energy audit of the facility to identify opportunities for greater efficiency and ensure the lighting upgrade delivered maximum impact. This initiative is expected to alleviate financial strain by reducing electricity costs, enabling the redirection of resources towards the children’s care and development. Additionally, the switch to LED lighting lowers energy consumption and lowering carbon emissions. This collaboration aligns with Samaiden’s purpose of creating a sustainable future for communities we serve.





## EMPOWERING SOCIETAL ADVANCEMENT (CONT'D)

### Empowering Inclusive Education Through Technology and Engagement

To support inclusive learning environments and promote equal access to education, we sponsored six smart TVs for Sekolah Kebangsaan Taman Tun Dr Ismail 2 to support the learning needs of 110 special education students. This initiative enriches the classroom experience with digital tools, helping teachers deliver lessons in more engaging and interactive ways that suit diverse learning abilities. By equipping classrooms with modern technology, we hope to create a more engaging and inclusive learning environment for students who require additional support.

Alongside the sponsorship, we organised a colouring contest and interactive session to raise environmental awareness. These activities nurtured creativity and fun while encouraging students to understand environmental issues in a way that is accessible and age appropriate. Through initiatives like these, we reaffirm our commitment to inclusive education and community engagement while instilling sustainability values in the younger generation.



### Supporting STEM Education Through Robo Challenge 2025

In line with our commitment to advancing education and driving innovation, the Group sponsored the Robo Challenge 2025, organised by MUAFKAT Majlis Amanah Raya (MARA). This student-focused robotics competition offered schoolchildren the opportunity to develop skills in science, technology, engineering, and mathematics (STEM), while promoting creativity, problem-solving and teamwork.

Our support for this initiative reflects our dedication to youth empowerment and capacity building in future-focused fields. By sparking interest in robotics and technology from an early age, we aim to contribute to the development of a skilled and innovation-driven generation, aligned with national education and digital transformation goals.



## EMPOWERING SOCIETAL ADVANCEMENT (CONT'D)

### Community Solar Project – Pertubuhan Anak Yatim Miskin Dahikmah Gopeng

The Group, together with Universiti Tunku Abdul Rahman (“UTAR”), delivered a community solar project for Pertubuhan Anak Yatim/Miskin Dahikmah in Gopeng, Perak, reinforcing our commitment to sustainability and social responsibility. A 14.715 kWp solar photovoltaic (PV) system was installed and sponsored by Samaiden to power the surau and canteen facilities, expected to generate approximately 18,011 kWh of clean energy annually. This system is expected to save the orphanage over RM8,000 in electricity bills each year while avoiding approximately 14 tonnes of carbon emissions, providing both financial relief and environmental benefits.

In support of this CSR effort, our employees voluntarily contributed to the cause by contributing daily essentials, including food supplies and stationery, to ease the home’s operational needs. As part of our employee volunteerism programme, we also conducted educational talks on climate change and practical environmental actions, aimed at raising awareness among the children. To make the experience more engaging, a drawing and colouring competition was organised, giving the children a creative platform to express their ideas of a sustainable future. This initiative reflects our holistic approach to community outreach, combining clean energy, education and engagement to create a lasting positive impact.



### Community Engagement through Tree Planting and Strategic Partnership

Reinforcing our environmental sustainability goals and commitment to community involvement, Samaiden collaborated with Universiti Tun Hussein Onn Malaysia (“UTHM”) in a tree planting initiative. The initiative brought together students, staff and lecturers from various faculties, fostering collaboration and a shared sense of environmental responsibility. 40 trees were planted in designated areas around the campus, directly contributing to carbon dioxide reduction, improved air quality and the enhancement of local biodiversity. These efforts support UTHM’s broader sustainability goals while raising awareness about the role individuals and institutions can play in combating climate change.

In conjunction with the tree planting activity, a Memorandum of Understanding was signed to establish a strategic partnership focused on long-term collaboration. The partnership paves the way for knowledge exchange, joint research, industrial study visits and career development opportunities for students. By combining hands-on environmental action with academic-industry collaboration, this initiative reflects Samaiden’s commitment to creating lasting value for both the environment and the communities we engage with.







# UPHOLDING INTEGRITY IN GOVERNANCE



- Data Privacy and Security
- Anti-Bribery and Anti-Corruption
- Governance, Ethics and Integrity
- Risk Management

GRI: 3-3, 418-1, 205-1, 205-2, 205-3



Strong governance is the foundation of sustainable business and long-term value creation. Trust is now recognised as a vital currency, shaping how companies operate, compete and grow in complex business environment. Samaiden upholds this responsibility by embedding integrity at the core of its practices and by ensuring that governance remains a guiding force in advancing sustainable progress.

## UPHOLDING INTEGRITY GOVERNANCE (CONT'D)



### DATA PRIVACY AND SECURITY

#### WHY IT MATTERS?

Digitalisation has transformed how information is managed and shared. Alongside the opportunities it brings, there are also growing risks around misuse of data and rising expectations from regulators and stakeholders. Companies are now expected to demonstrate strong safeguards to protect personal and business information.

For Samaiden, this expectation extends to the way we manage project data, client information and internal records. Protecting these assets is part of maintaining business reliability. Strong data governance also supports our ability to expand digital solutions across projects with confidence.

#### OPPORTUNITIES

- Strengthen overall resilience by embedding data security in risk management
- Drive innovation by enabling safe adoption of digital tools and analytics

#### RISKS

- Operational disruption from system downtime or data breaches
- Compliance risk with data protection and privacy regulations

#### OUR APPROACH

Samaiden conducts regular risk assessments to identify and address exposures related to cyber threats and data security. With oversight from the Board of Directors and support from management, mitigation measures are implemented to protect the organisation from potential disruptions. Our approach is anchored in three pillars: robust data protection, strong access controls and effective disaster recovery planning. These ensure solid data protection, data authentication and authorisation, and disaster recovery plan.

We comply with Malaysia's Personal Data Protection Act ("PDPA") and other relevant regulations to ensure that personal information belonging to clients, partners, employees and suppliers is collected, stored and used in accordance with legal standards.

#### Multi-Factor Authentication ("MFA")

Employees are required to verify their identity through multiple factors, reducing the risk of unauthorised access.

#### Role-Based Access Control ("RBAC")

Access to data is restricted according to job function, ensuring employees only access information needed for their responsibilities.

#### Data Backups and Disaster Recovery Plan ("DRP")

Critical systems and data are backed up regularly. In the event of a system failure or cyberattack, operations can be restored with minimal disruption.

#### Data Minimisation

We limit data collection to what is necessary, reducing both exposure risk and storage requirements.

To safeguard our digital environment, we apply multi-layered security measures:

Awareness among employees is reinforced through training and our Code of Conduct, which requires all personnel to safeguard confidential information. In FY2025, Samaiden continued to apply these measures consistently and reported no material breaches or substantiated complaints related to cybersecurity or data privacy.



UPHOLDING INTEGRITY GOVERNANCE (CONT'D)

ANTI-BRIBERY AND ANTI-CORRUPTION

WHY IT MATTERS?

Corruption undermines fair competition, distorts markets and damages trust in both businesses and institutions. Across industries, organisations are required to maintain clear standards of integrity and demonstrate strong safeguards against misconduct.

We recognise these legal requirements and maintain strict compliance as part of our responsibility. By ensuring adherence to regulations and applying clear standards of conduct, we help safeguard business integrity and sustain stakeholder confidence.

OPPORTUNITY

- Strengthen relationships with stakeholders who prioritise ethical business conduct

RISKS

- Regulatory penalties, fines and legal action arising from non-compliance with anti-corruption laws
- Reputational damage that can limit access to financing and long-term business opportunities

OUR APPROACH

Samaiden adopts a zero-tolerance position towards bribery and corruption, recognising that integrity is the foundation of sustainable business. The Board of Directors provides direct oversight of this area, ensuring that accountability and transparency are consistently upheld across all operations. This governance structure reinforces stakeholder confidence and helps safeguard the value we create.

Our Anti-Bribery and Anti-Corruption (“ABAC”) Policy sets the standards of conduct for all employees and stakeholders. It is embedded into our corporate culture through clear guidelines and continuous communication. During the reporting period, the ABAC Policy underwent review and assessment, with strengthening measures currently underway to ensure its continued relevance and effectiveness in addressing evolving risks. This initiative targets to improve clarity and ensure consistent application of the policy in day-to-day business interactions.

Mandatory ABAC training is conducted for all employees at onboarding and refreshed periodically, equipping them with the knowledge to identify, resist and report corrupt practices. This sustained education promotes awareness and ensures that expectations of ethical behaviour are clearly understood throughout the organisation.

To strengthen accountability, Samaiden provides a whistleblowing mechanism managed by the Audit Committee, which comprises independent directors. Employees and stakeholders may report suspected misconduct through designated channels including written submissions, phone contact or in-person communication. All reports are treated with strict confidentiality, and the mechanism protects whistleblowers from retaliation. This framework encourages openness and supports the early detection and resolution of issues.

We are committed to transparency in how we manage bribery and corruption risks. In FY2025, there were no confirmed incidents of bribery or corruption, no disciplinary actions taken and no fines or penalties imposed. This reflects the effectiveness of our controls and our commitment to maintaining financial integrity.



Confirmed Incidents of Bribery and Corruption

FY2023: 0 FY2024: 0 FY2025: 0



Dismissal/Disciplinary Actions for Bribery and Corruption

FY2023: 0 FY2024: 0 FY2025: 0

By continuously reviewing and enhancing our policies and practices, Samaiden fosters a culture where integrity and fairness guide decision-making, ensuring that the value we create is achieved ethically and sustainably.

UPHOLDING INTEGRITY GOVERNANCE (CONT'D)

GOVERNANCE, ETHICS AND INTEGRITY

WHY IT MATTERS?

Governance, ethics, and integrity are essential for ensuring that decisions are made responsibly and resources are managed effectively. A strong ethical foundation supports fair business practices, transparent operations, and compliance with regulations, all of which are necessary to sustain long-term growth.

By embedding integrity into daily practices, Samaiden strengthens accountability, guides employees in complex situations and ensures that the value created benefits all stakeholders.

OPPORTUNITIES

- Gaps in enforcing ethical standards consistently across the value chain
- Incidents of unethical conduct that could erode stakeholder trust

RISKS

- Strengthen human governance principles among employees, embedding a sound ethical foundation
- Build long-term stakeholder trust via ethical transparency

OUR APPROACH

We adopt structures and practices that are consistent with the Malaysian Code on Corporate Governance (“MCCG”) while drawing from international principles of accountability, transparency, and ethical conduct. These measures ensure that decisions are made responsibly, risks are well managed, and long-term value is created for all stakeholders. The Board of Directors provides oversight and direction on strategic priorities, while Management ensures that policies and controls are implemented across daily operations.

Strengthening Integrity Culture

Samaiden seeks to positively shape the business environment in which we operate. This includes extending our integrity practices to contractors, suppliers, and partners, and working with organisations that share our values. We promote ethical business conduct and expect our supply chain partners to uphold all applicable laws and regulations. By partnering with stakeholders who share our standards of integrity, we aim to deliver sustainable value and strengthen trust, contributing to a more responsible business ecosystem.

To maintain ethical standards, our emphasises transparency, fairness, and ethical behavior across all levels of our operations. The COC outlines expected conduct for employees and directors, covering areas such as:

- Maintaining a safe and fair workplace;
- Protecting company information, records, and assets;

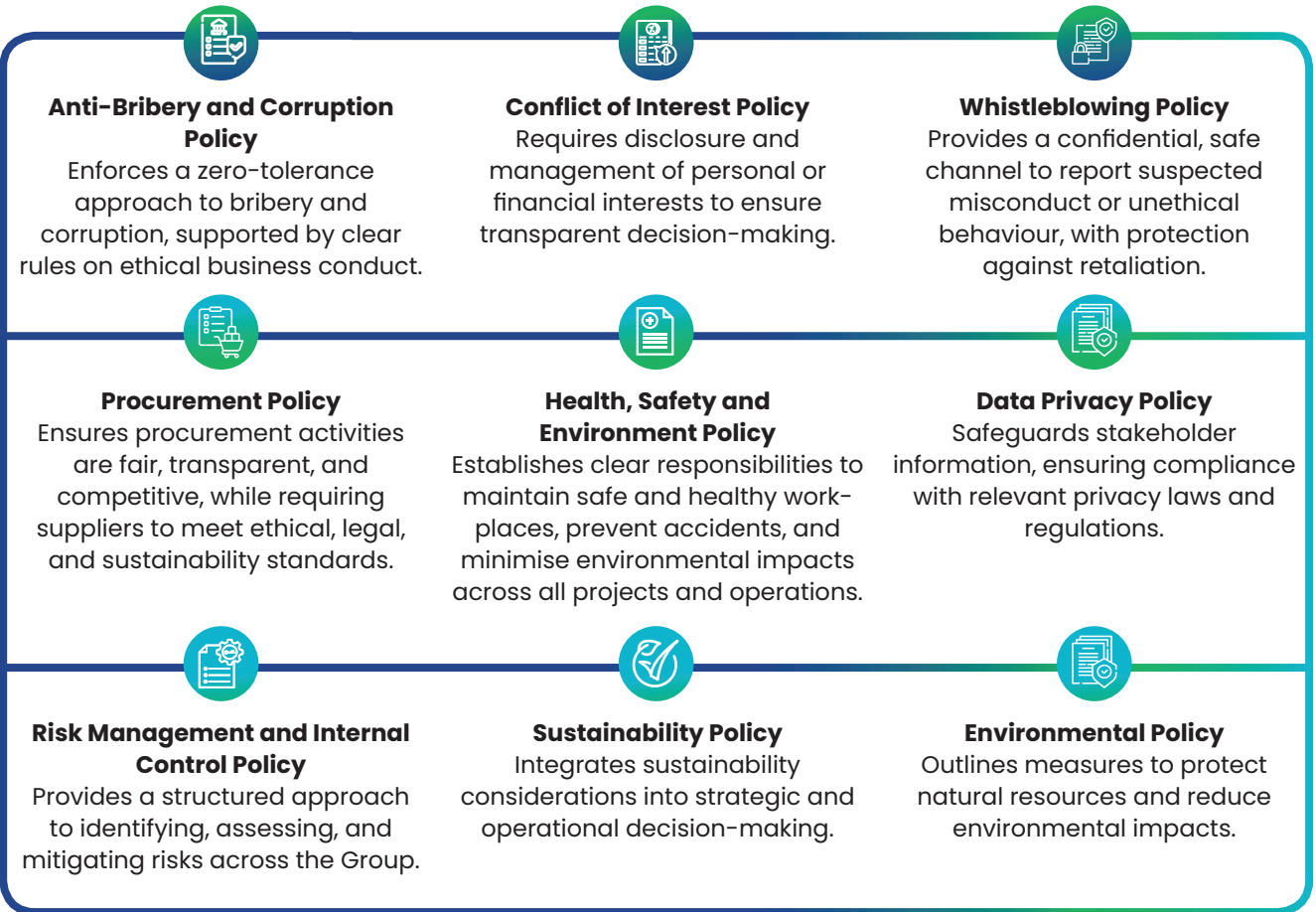
- Upholding duties of good faith, diligence, and integrity, including declaring conflicts of interest and avoiding bribery, corruption, insider trading, money laundering, fraud, and unfair competition practices;
- Proper interaction on social media and with traditional media;
- Expected conduct with both internal and external stakeholders;
- Security responsibilities; and
- Whistleblower procedures.

In addition, all Directors are required to observe the Company Directors’ Code of Conduct and Ethics established by the Companies Commission of Malaysia.

UPHOLDING INTEGRITY GOVERNANCE (CONT'D)

Governance Frameworks and Key Policies

Beyond the COC, a suite of policies reinforces our ethical culture and governance framework:



In FY2025, we maintained full compliance with all governance, ethics, and integrity standards, with no recorded breaches throughout the year. For further information about our governance practices, please refer to the Corporate Governance Overview Statement on page 105 of this Annual Report.

RISK MANAGEMENT

WHY IT MATTERS?

Risk management is essential for anticipating uncertainties, safeguarding value and supporting informed decision-making. In a rapidly changing business environment, companies are exposed to a wide spectrum of risks that can affect performance and long-term sustainability.

Effective risk management allows us to remain stable and adaptive in a changing landscape. Without structured oversight, uncertainties may disrupt growth, undermine stakeholder confidence and constrain our capacity to achieve sustainable outcomes. By embedding risk management into our governance framework and daily operations, we strengthen our ability to respond proactively and ensure stability as we pursue long-term objectives.

UPHOLDING INTEGRITY GOVERNANCE (CONT'D)

OPPORTUNITY

- Strengthen relationships with stakeholders who prioritise ethical business conduct

RISKS

- Regulatory penalties, fines and legal action arising from non-compliance with anti-corruption laws
- Reputational damage that can limit access to financing and long-term business opportunities

OUR APPROACH

Risk management at Samaiden is comprehensive and embedded across the Group. It is structured to anticipate uncertainties, reduce potential impacts, and ensure that oversight remains aligned with both strategic and operational objectives. By integrating risk management into everyday decision-making, we ensure that risks are addressed proactively rather than reactively.

Oversight and Governance

The Board of Directors ("BOD") has overall responsibility for risk oversight, supported by the Risk Management Committee ("RMC"). The Board defines the Group's risk appetite and ensures that risks are managed within established thresholds. Risk governance is carried out through the Three Lines of Defence model:



**Operational management**  
accountable for identifying and addressing risks within daily functions.



**Risk and compliance oversight**  
monitoring risk exposures, coordinating mitigation actions, and escalating issues when necessary.



**Independent assurance**  
provided by internal audit and, where relevant, external advisers.

Management and Operations

The management level RMC, comprising senior management and Heads of Departments, ensures that risk management is built into daily operations and project execution. Departments are accountable for identifying exposures, implementing mitigation measures, and monitoring emerging risks. Cross-functional coordination allows risks to be considered holistically, rather than in isolation.

Employee Involvement

Employees play a direct role in risk management through training, awareness sessions, and established reporting channels. By equipping staff to identify and

escalate potential issues early, we strengthen the Group's capacity to manage risks at the source. This shared responsibility ensures that risk management is not confined to senior levels, but embedded across the organisation.

Frameworks and Standards

Our approach is anchored in internationally recognised standards, guiding by ISO 31000:2019 for risk management, the COSO Integrated Framework for internal controls, and the IIA Professional Practices Framework for internal audits. These provide consistency and rigour in identifying, assessing, and mitigating risks. Periodic reviews by external parties further validate the effectiveness of our systems.

Integration with Business Strategy

Risk management is closely linked with strategic planning, project delivery, and investment decisions. Risks are assessed against the Group's defined appetite and incorporated into budgeting, resource allocation, and long-term planning. This ensures that Samaiden is able to manage financial, operational, compliance, technological, and sustainability risks in a balanced manner while pursuing growth opportunities.

Continuous Monitoring and Improvement

Risks are reviewed quarterly and reported to the Board to support informed decision-making. Lessons learned and findings are shared across departments, creating feedback loops that drive ongoing improvements in policies and practices. To enhance timeliness and accuracy, Samaiden is also introducing digital tools and data analytics to provide early-warning indicators and improve reporting efficiency.

For further details, refer to Anticipated Key Risks on page 31 and the Statement of Risk Management and Internal Control on page 117.



GLOBAL REPORTING INITIATIVE (“GRI”) CONTENT INDEX

Statement of use	Samaiden has reported in accordance with the GRI Standards for the period of 1 July 2024 to 30 June 2025, unless otherwise stated.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

Description	GRI Disclosure	Page Number(s)
GRI 2: General Disclosures 2021	The organisation and its reporting practices	
	2-1 Organisational details	32, 33
	2-2 Entities included in the organisation’s sustainability reporting	33
	2-3 Reporting period, frequency and contact point	33
	2-4 Restatements of information	33
	2-5 External assurance	33
	Activities and Workers	
	2-6 Activities, value chain and other business relationships	Throughout the report
	2-7 Employees	72
	2-8 Workers who are not employees	74
	Governance	
	2-9 Governance structure and composition	108
	2-10 Nomination and selection of the annual report highest governance body	109, 110
	2-11 Chair of the highest governance body	106
	2-12 Role of the highest governance body in overseeing the management of impacts	105, 106
	2-13 Delegation of responsibility for managing impacts	105, 106
	2-14 Role of the highest governance body in sustainability reporting	35
	2-15 Conflicts of interest	102, 103
	2-16 Communication of critical concerns	107, 119
	2-17 Collective knowledge of the highest governance body	112-114
	2-18 Evaluation of the performance of the highest governance body	110
	2-19 Remuneration policies	110
	2-20 Process to determine remuneration	111
	2-21 Annual total compensation ratio	-

GLOBAL REPORTING INITIATIVE (“GRI”) CONTENT INDEX (CONT'D)

Description	GRI Disclosure	Page Number(s)
GRI 2: General Disclosures 2021	Strategy, Policies and Practices	
	2-22 Statement on sustainable development strategy	34
	2-23 Policy Commitments	34
	2-24 Embedding policy commitments	throughout the report
	2-25 Processes to remediate negative impacts	N/A
	2-26 Mechanisms for seeking advice and raising concerns	84, 107
	2-27 Compliance with laws and regulations	throughout the report
	2-28 Membership associations	10, 11
	Stakeholder Engagement	
	2-29 Approach to stakeholder engagement	37-39
Material Topic		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	40, 41
	3-2 List of material topics	41
Topic-Specific Disclosures: Material Matters		
Enhancing Long-Term Economic Value		
Economic Performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	43
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	43
	201-2 Financial implications and other risks and opportunities due to climate change	16, 44-46
GRI 203: Significant indirect economic impacts	203-1 Infrastructure investments and services supported	45
	203-2 Significant indirect economic impacts	44, 45
Technology and Innovation		
GRI 3: Material Topics 2021	3-3 Management of material topics	47
Service Quality		
GRI 3: Material Topics 2021	3-3 Management of material topics	49
Supply Chain Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	50
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	51

## GLOBAL REPORTING INITIATIVE (“GRI”) CONTENT INDEX (CONT'D)

Description	GRI Disclosure	Page Number(s)
Fostering Environmental Resilience		
Energy Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	53
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	54-57
	302-2 Energy consumption outside the organisation	56-58
	302-3 Energy Intensity	56
	302-4 Reduction of energy consumption	55, 57
	302-5 Reductions in energy requirements of products and services	55
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	56, 57
	305-2 Energy indirect (Scope 2) GHG emissions	56, 57
	305-3 Other indirect (Scope 3) GHG emissions	56-58
	305-4 GHG emissions intensity	56
	305-5 Reduction of GHG emissions	56, 57
Waste Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	59
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	59
	306-2 Management of significant waste related impacts	60
	306-3 Waste generated	59, 60
	306-4 Waste diverted from disposal	59, 60
	306-5 Waste directed to disposal	59
Water and Effluent Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	61
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	61
	303-5 Water consumption	62
Empowering Societal Advancement		
Occupational Safety and Health		
GRI 3: Material Topics 2021	3-3 Management of material topics	64
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	65
	403-2 Hazard identification, risk assessment, and incident investigation	65
	403-4 Worker participation, consultation and communication on occupational health and safety	65-67

## GLOBAL REPORTING INITIATIVE (“GRI”) CONTENT INDEX (CONT'D)

Description	GRI Disclosure	Page Number(s)
Empowering Societal Advancement		
Occupational Safety and Health		
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	67-69
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	66
	403-8 Workers covered by an occupational health and safety management system	-
	403-9 Work-related injuries	65
	403-10 Work-related ill health	65
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	-
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	-
Labour Practices and Standards		
GRI 3: Material Topics 2021	3-3 Management of material topics	69
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	70
	401-3 Parental leave	71
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	71
Workforce Equality, Diversity & Inclusion		
GRI 3: Material Topics 2021	3-3 Management of material topics	71, 72
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	73
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	72, 108
	405-2 Ratio of basic salary and remuneration of women to men	-
Human Capital Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	76
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	76
	404-2 Programs for upgrading employee skills and transition assistance programs	78
	404-3 Percentage of employees receiving regular performance and career development reviews	78



GLOBAL REPORTING INITIATIVE (“GRI”) CONTENT INDEX (CONT'D)

Description	GRI Disclosure		Page Number(s)
Empowering Societal Advancement			
Community Engagement			
GRI 3: Material Topics 2021	3-3	Management of material topics	79
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programmes	79-81
Upholding Integrity in Governance			
Data Privacy and Security			
GRI 3: Material Topics 2021	3-3	Management of material topics	83
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	83
Anti-Bribery and Corruption			
GRI 3: Material Topics 2021	3-3	Management of material topics	84
GRI 205: Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	-
	205-2	Communication and training about anti-corruption policies and procedures	84
	205-3	Confirmed incidents of corruption and actions taken	84
Governance Ethics and Integrity			
GRI 3: Material Topics 2021	3-3	Management of material topics	85
Risk Management			
GRI 3: Material Topics 2021	3-3	Management of material topics	86

ESG PERFORMANCE DATA

Indicator	Measurement Unit	2024	2025
Bursa (Supply chain management)			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	41.00	28.69
Bursa (Emissions management)			
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	24.84	25.12
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	86.64 *	51.99
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	272.37	199.73
Bursa (Energy management)			
Bursa C4(a) Total energy consumption	Megawatt	111.94	67.17
Bursa (Waste management)			
Bursa C10(a) Total waste generated	Metric tonnes	9.61	33.84
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	2.57	11.60
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	7.04	22.24
Bursa (Water)			
Bursa C9(a) Total volume of water used	Megalitres	0.671000	0.657000
Bursa (Health and safety)			
Bursa C5(a) Number of work-related fatalities	Number	0	0
Bursa C5(b) Lost time incident rate (“LTIR”)	Rate	0.00	0.00
Bursa C5(c) Number of employees trained on health and safety standards	Number	89	119
Bursa (Labour practices and standards)			
Bursa C6(a) Total hours of training by employee category			
Senior Management	Hours	197	141
Mid-Management	Hours	1,098	359
Senior Executive	Hours	81	145
Executive	Hours	806	1,214
Non-Executive	Hours	0	41
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	13.00	46.00
Internal assurance	External assurance	No assurance	(*)Restated

ESG PERFORMANCE DATA (CONT'D)

Indicator	Measurement Unit	2024	2025
Bursa (Labour practices and standards)			
Bursa C6(c) Total number of employee turnover by employee category			
Senior Management	Number	1	0
Mid-Management	Number	9	12
Senior Executive	Number	1	5
Executive	Number	20	27
Non-Executive	Number	1	4
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0
Bursa (Diversity)			
Bursa C3(a) Percentage of employees by gender and age group, for each employee category			
Age Group by Employee Category			
Senior Management Under 30	Percentage	0.00	0.00
Senior Management Between 30-50	Percentage	100.00	100.00
Senior Management Above 50	Percentage	0.00	0.00
Mid-Management Under 30	Percentage	8.00	15.00
Mid-Management Between 30-50	Percentage	88.00	82.00
Mid-Management Above 50	Percentage	4.00	3.00
Senior Executive Under 30	Percentage	47.00	33.00
Senior Executive Between 30-50	Percentage	53.00	67.00
Senior Executive Above 50	Percentage	0.00	0.00
Executive Under 30	Percentage	82.00	79.00
Executive Between 30-50	Percentage	16.00	19.00
Executive Above 50	Percentage	2.00	2.00
Non-Executive Under 30	Percentage	86.00	94.00
Non-Executive Between 30-50	Percentage	14.00	6.00
Non-Executive Above 50	Percentage	0.00	0.00
Gender Group by Employee Category			
Senior Management Male	Percentage	100.00	100.00
Senior Management Female	Percentage	0.00	0.00
Mid-Management Male	Percentage	73.00	67.00
Mid-Management Female	Percentage	27.00	33.00
Senior Executive Male	Percentage	41.00	33.00
Senior Executive Female	Percentage	59.00	67.00

Internal assurance   External assurance   No assurance   (\*)Restated

ESG PERFORMANCE DATA (CONT'D)

Indicator	Measurement Unit	2024	2025
Bursa (Diversity)			
Executive Male	Percentage	55.00	58.00
Executive Female	Percentage	45.00	42.00
Non-Executive Male	Percentage	71.00	81.00
Non-Executive Female	Percentage	29.00	19.00
Bursa C3(b) Percentage of directors by gender and age group			
Male	Percentage	67.00	67.00
Female	Percentage	33.00	33.00
Under 30	Percentage	0.00	0.00
Between 30-50	Percentage	33.00	33.00
Above 50	Percentage	67.00	67.00
Bursa (Community/Society)			
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	183,214.58	53,336.31
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	432	180
Bursa (Data privacy and security)			
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0
Bursa (Anti-corruption)			
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category			
Senior Management	Percentage	100.00	100.00
Mid-Management	Percentage	100.00	100.00
Senior Executive	Percentage	100.00	100.00
Executive	Percentage	100.00	100.00
Non-Executive	Percentage	100.00	100.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0

Internal assurance   External assurance   No assurance   (\*)Restated



BOARD OF DIRECTORS' PROFILE



From top left to right

**IR. DR NG KOK CHIANG**  
Independent Non-Executive Director

**LIM POH SEONG**  
Independent Non-Executive Director

**FONG YENG FOON**  
Executive Director

From bottom left to right

**DATUK IR. CHOW PUI HEE**  
Group Managing Director

**DATO' DR NADZRI BIN YAHAYA**  
Independent Non-Executive Chairman

**PUAN SRI DATUK SERI ROHANI PARKASH BINTI ABDULLAH**  
Independent Non-Executive Director

BOARD OF DIRECTORS' PROFILE

DATO' DR NADZRI BIN YAHAYA

Independent Non-Executive Chairman

Age 68	Gender Male	Nationality Malaysian
Date Of Appointment 16 December 2019		



Board Meeting Attendance For FY2025:



ACADEMIC/PROFESSIONAL QUALIFICATIONS:

- Bachelor of Science (Honours) in Biology, Universiti Sains Malaysia, 1982
- Diploma in Public Administration, National Institute of Public Administration (INTAN), 1984
- Certificate of Professional Development for Personnel Management, University of Connecticut, United States of America, 1990
- Masters of Arts in Environmental Planning for Developing Countries, University of Nottingham, United Kingdom, 1993
- Doctor of Philosophy (PhD), University of Wales, Cardiff, United Kingdom, 2000

PAST APPOINTMENTS/EXPERIENCES:

- He brings 43 years of experience in various governmental departments
- His career started in 1982 as an Assistant Secretary, Ministry of Health Malaysia
- In 1986, he was posted as an Assistant Secretary in Administration Division, Ministry of Finance
- Between 1993 and 2004, he held various positions such as Assistant Director between 1993 and 2000, Principal Assistant Director between 2000 and 2002 and Deputy Director between 2002 and 2004 in Conservation and Environmental Management Division of the Ministry of Science, Technology and Environment
- Between 2004 and 2007, he held the position of Deputy Undersecretary in Conservation and Environmental Management Division of the Ministry of Natural Resources and Environment
- In 2007, he took up the position of the Director General in the Department of National Solid Waste Management under the Ministry of Housing and Local Government
- In 2014, he was appointed as Deputy Secretary General (Energy) in the Ministry of Energy, Green Technology and Water
- In 2016, he was appointed as Deputy Secretary General (Natural Resources Management) in the Ministry of Natural Resources and Environment until he retired in May 2017
- He was previously a Non-Executive Director of Malaysian Timber Industry Board, Ministry of Primary Industries
- Between 2019 and 2022, he was the Chairman of the Environmental Quality Council in the Department of Environment, Ministry of Environment and Water Natural Resources and Environment
- In 2024, he was appointed as a Member of the Task Force on Capital, Prime Minister Advisory Council between November 2024 until April 2025

OTHER CURRENT APPOINTMENTS:

- He does not hold any directorship in public company and listed issuer in Malaysia other than Samaiden



BOARD OF DIRECTORS' PROFILE (CONT'D)

DATUK IR. CHOW PUI HEE

Group Managing Director



Board Meeting Attendance For FY2025:

4/4

ACADEMIC/PROFESSIONAL QUALIFICATIONS:

- Bachelor of Engineering (Chemical) (Honours), Universiti Putra Malaysia, 2001
- Member of Institution of Engineers, Malaysia, 2014
- Professional Engineer with Practicing Certificate in Chemical Engineering with the Board of Engineers Malaysia since 2016
- Environmental Impact Assessment (Wastewater) Subject Consultant with the Department of Environment Malaysia since 2010
- Registered Electricity Energy Manager (REEM) with Energy Commission Malaysia since 2016
- Certificate of Competency for Grid-Connected Photovoltaics (PV) Systems Design by Sustainable Energy Development Authority (SEDA), 2014

Age 47	Gender Female	Nationality Malaysian
Date Of Appointment 18 October 2019		

PAST APPOINTMENTS/EXPERIENCES:

- She brings 24 years of experience in the engineering field, renewable energy and the environmental sectors
- She started her career in 2001 as an Application Engineer in Waterfield Sdn. Bhd. where she was mainly involved in specifying pumping system for water and wastewater treatment plant
- In 2002, she joined Aquakimia as an Environmental Sales Engineer where she was mainly responsible for engineering design and project management, and subsequently promoted to Manager, Environmental Division in 2007 where she was involved in the design and build of wastewater treatment plant
- In 2009, she joined Climate Change Group Sdn. Bhd. as a Technical Manager where she was responsible for the management of landfill closure and provision of technical advisory services of contaminated land management, solid waste and wastewater management
- In 2010, she joined Strec Sdn. Bhd. as a Senior Technical Manager where she was responsible for providing environmental consulting services
- Between 2011 and 2014, she joined Teknik Edisi Sdn. Bhd. as an Assistant General Manager where she was responsible in the implementation of several solar PV system projects
- In July 2014, she joined Samaiden Sdn. Bhd. as General Manager before assuming the role as the Managing Director in April 2018 then she assumed the role as Group Managing Director in December 2019
- She was recognised as the EY Woman Entrepreneur of the Year 2024 Malaysia
- In 2025, she has been appointed as a Committee Member of Malaysian Photovoltaic Sustainable Energy Association for the 2025-2027 term

OTHER CURRENT APPOINTMENTS:

- She has been appointed as a Vice President II for the Federation of Public Listed Companies Berhad in 2025

BOARD OF DIRECTORS' PROFILE (CONT'D)

FONG YENG FOON

Executive Director



Board Meeting Attendance For FY2025:

4/4

ACADEMIC/PROFESSIONAL QUALIFICATIONS:

- Bachelor of Engineering (Honours) in Mechanical Engineering in University of Northumbria, United Kingdom, 1997

Age 55	Gender Male	Nationality Malaysian
Date Of Appointment 16 December 2019		

PAST APPOINTMENTS/EXPERIENCES:

- He brings approximately 26 years of experience in water and wastewater treatment industries
- He started his career in 1999 when he joined Waterfield Sdn. Bhd. as a Sales Engineer where he was involved in the sales and services for water and wastewater related pumping equipment
- In 2004, he joined Mectron Engineering Equipment Sdn. Bhd. as an Executive Director where he was responsible for the planning, coordination and management of the company's business operations, and led the provision of water pumping solutions from design to project management, delivery and commissioning
- In May 2013, he co-founded Samaiden Sdn. Bhd. with Chow Ah On, the father of Group Managing Director, Datuk Ir. Chow Pui Hee
- In July 2019, he left Mectron Engineering Equipment Sdn. Bhd. to focus on the day-to-day operations of the Group
- He is responsible for the implementation of our business strategies, foreign expansion and business development of the Group while overseeing the sales and marketing, operations and management as well as procurement and contract functions

OTHER CURRENT APPOINTMENTS:

- He has been appointed as an Alternate Exco Member for the Federation of Public Listed Companies Berhad in 2025



BOARD OF DIRECTORS' PROFILE (CONT'D)

LIM POH SEONG

Independent Non-Executive Director



Board Meeting Attendance For  
FY2025:

4/4

- Chairman of Audit Committee
- Member of Remuneration Committee, Nominating Committee and Risk Management Committee

ACADEMIC/PROFESSIONAL  
QUALIFICATIONS:

- Diploma in Commerce for Finance and Accounting from Tunku Abdul Rahman College, 1989
- Fellow Member of the Association of Chartered Certified Accountants since 2000
- Member of Malaysian Institute of Accountants since 2022

Age	Gender	Nationality
59	Male	Malaysian
Date Of Appointment 16 December 2019		

PAST APPOINTMENTS/EXPERIENCES:

- In 1993, he joined Insas Berhad as an Assistant Accountant and was subsequently promoted to the rank of Senior Corporate Finance Manager where he was responsible for the preparation of group accounts and corporate financial reporting
- In 1996, he joined Datuk Keramat Holdings Bhd as the Group Financial Controller where his main job scope involved corporate reporting and working on corporate finance exercises
- In 1998, he joined Pantai Holdings Berhad ("Pantai"), a healthcare provider, as the Financial Controller until 2001 where he was appointed as an Executive Director of Pantai in 2001
- During his tenure in Pantai, he was responsible for financial and operations of the group, corporate financial reporting, mergers and acquisitions and Group CEO of the hospital division
- In 2005, he stepped down from the board of directors of Pantai and assumed the role of Group Chief Operating Officer, a position he held until he left the group in 2007

OTHER CURRENT APPOINTMENTS:

- Independent Non-Executive Director of Hup Seng Industries Berhad, a company listed in Main Market of Bursa Malaysia Securities Berhad
- Independent Non-Executive Director of Yinson Holdings Berhad, a company listed in Main Market of Bursa Malaysia Securities Berhad
- Independent Non-Executive Director of Farm Price Holdings Berhad, a company listed in ACE Market of Bursa Malaysia Securities Berhad
- Independent Non-Executive Director of Perusahaan Sadur Timah Malaysia (PERSTIMA) Berhad, a company listed in Main Market of Bursa Malaysia Securities Berhad

BOARD OF DIRECTORS' PROFILE (CONT'D)

IR. DR NG KOK CHIANG

Independent Non-Executive Director



Board Meeting Attendance For  
FY2025:

4/4

- Chairman of Remuneration Committee and Risk Management Committee
- Member of the Audit Committee and Nominating Committee

ACADEMIC/PROFESSIONAL  
QUALIFICATIONS:

- Bachelor of Engineering (Electrical and Electronics Engineering) with first class honours, University of Western Australia, Australia
- Bachelor of Commerce majoring in Accounting, Managerial Accounting and Finance (Investment), University of Western Australia, Australia
- Doctorate of Philosophy (PhD) in Engineering (Research), University of Nottingham, United Kingdom
- Professional Engineer with Practising Certificate (Electrical) registered with the Board of Engineers Malaysia, 2011
- Corporate Member (Electrical) of the Institution of Engineers Malaysia, 2011
- Corporate Member of the Institution of Engineering and Technology, United Kingdom and Chartered Engineer registered with the Engineering Council, United Kingdom, 2014

Age	Gender	Nationality
44	Male	Malaysian
Date Of Appointment 30 August 2023		

- Professional Member of the Malaysia Green Building Confederation (now known as the Malaysia Green Building Council), 2012
- Green Building Index Facilitator accredited by the Green Building Index Accreditation Panel of Malaysia, 2012

PAST APPOINTMENTS/EXPERIENCES:

- He possesses extensive experience in research and project management in the fields of electrical engineering and innovation implementation
- From 2010 to 2011, he served as a Consulting Engineer with ZED-G&P Sdn. Bhd., focusing on green technology and building consultancy
- He is also a registered ASEAN Engineer with the ASEAN Federation of Engineering Organisations (AFEO)
- He has further contributed as an Industrial Advisory Board Member for Heriot-Watt University Malaysia, Sunway University and the University of Nottingham Malaysia Campus
- Since 2021, he has been a Member of the Malaysian Alliance of Corporate Directors (MACD)
- Since 2023, he has been serving as Vice President of The Electrical & Electronics Association of Malaysia (TEEAM), having previously held the positions of Honourary Secretary (2021-2023) and Assistant Honourary Secretary (2019-2021)
- Since 2023, he has become a Member of the Institute of Corporate Directors Malaysia (ICDM)
- In 2024, he has been admitted as a Fellow of the Institution of Engineers Malaysia
- In 2025, he has been appointed as the Council Member and Chairman of the Industry and Environmental, Social and Governance (ESG) Committee of The Chinese Chamber of Commerce and Industry of Kuala Lumpur & Selangor (KLSCCCI) In the same year, he also assumed the role of President for the Association of Energy and Infrastructure Economy.

OTHER CURRENT APPOINTMENTS:

- Chief Technology Officer and Executive Director of MyBig Sdn. Bhd.
- Partner of Wee Engineers and Director of Wee Consulting Engineers Sdn. Bhd.
- Independent Non-Executive Director of ACO Group Berhad, a company listed in ACE Market of Bursa Malaysia Securities Berhad
- Independent Non-Executive Director of HE Group Berhad, a company listed in the ACE Market of Bursa Malaysia Securities Berhad

BOARD OF DIRECTORS' PROFILE (CONT'D)

PUAN SRI DATUK SERI ROHANI  
PARKASH BINTI ABDULLAH

Independent Non-Executive Director



Board Meeting Attendance For  
FY2025:

4/4

- Chairperson of Nominating Committee
- Member of the Audit Committee, Risk Management Committee and Remuneration Committee

ACADEMIC/PROFESSIONAL  
QUALIFICATIONS:

- Master of Business Administration from Oklahoma State University, United States of America, 1995
- Diploma in Public Administration, National Institute of Public Administration, 1980
- Honours Degree, Universiti Kebangsaan Malaysia, 1979
- Degree in Education, Universiti Kebangsaan Malaysia, 1978

PAST APPOINTMENTS/EXPERIENCES:

- She is a retired Administrative and Diplomatic officer and has completed 35 years of excellent public service in various sectors of government
- Her early career was in research and in land and regional development. This was followed by long stints in the communications and multimedia, human resources and higher education sectors

Age 70	Gender Female	Nationality Malaysian
Date Of Appointment 1 March 2024		

- In 2004, she was a key member of the pioneer team to set up the newly minted Ministry of Higher Education ("MOHE") where she served in various capacities for the policy, development and international requirements of the higher education sector until her appointment to Deputy Secretary General for Development in 2010
- In 2012 she left her active role as the Deputy Secretary General of Development in MOHE and moved to Universiti Teknologi Malaysia
- Since mid-2015, she has involved herself solely with the corporate sector, being highly motivated to utilise her accumulated experience in government to contribute to the corporate growth of Malaysia

OTHER CURRENT APPOINTMENTS:

- Independent Non-Executive Director of 7-Eleven Malaysia Holdings Berhad, a company listed in the Main Market of Bursa Malaysia Securities Berhad
- Independent Non-Executive Director of Citaglobal Berhad, a company listed in the Main Market of Bursa Malaysia Securities Berhad

Other Information:
Family relationship with any Director and/or major shareholder of the Company Save for Datuk Ir. Chow Pui Hee and Fong Yeng Foon, the Directors and major shareholders, who are in spousal relationship, none of the Directors has any family relationship with any Director and/or major shareholder of the Company.
Conflict of Interest None of the Directors has any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.
Conviction of Offences None of the Directors has been convicted for any offences within the past five (5) years or been imposed on any public sanction or penalty by relevant regulatory bodies during the financial year ended 30 June 2025 other than traffic offences, if any.

KEY MANAGEMENT PROFILE

IR LIM KEIN SENG

Chief Technical Officer



Age 49	Gender Male	Nationality Malaysian
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ACADEMIC/PROFESSIONAL  
QUALIFICATIONS:

- Bachelor of Electrical Engineering (Hons), Malaya University
- Professional Engineer with Practising Certificate, Board of Engineers Malaysia (BEM), ASEAN Chartered Professional Engineer (ACPE), 132kV Competent Engineer certified by Suruhanjaya Tenaga Malaysia
- Grid-Connected Solar PV systems Design Qualified person, Sustainable Energy Development Authority Malaysia (SEDA)

PAST APPOINTMENTS/EXPERIENCES:

- He began his career as an Engineer with Kejuruteraan Bintai Kindenko Sdn Bhd ("KBK") in year 2000
- During his 23-year tenure with KBK, he was involved in various types of projects such as medium and high voltage substation works, electrical works for commercial high rise building and industrial plants, electrical works in Klang Valley Mass Rapid Transit. He was Vice President in KBK and in charge of Engineering Department and Project Delivery Department
- In 2023, he joined Samaiden Group Berhad as Technical Director of Project Department, where he is responsible to lead and manage the Project Department especially on the delivery of Large-Scale Solar ("LSS") project. He oversees the Project Management Office, Engineering Office, Safety, Health and Environment Office and Operation and Maintenance Office. He is promoted to Chief Technical Officer on 2 January 2024

OTHER CURRENT APPOINTMENTS:

- He does not hold any directorship in public company and listed issuer in Malaysia

TS. MOHD MAKHZUMI BIN GHAZALI

Director, Project Development



Age 39	Gender Male	Nationality Malaysian
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ACADEMIC/PROFESSIONAL  
QUALIFICATIONS:

- Bachelor of Engineering (Honours) Chemical from Universiti Teknologi Mara (UiTM)
- Master of Science in Energy Systems Engineering from University of South Wales, United Kingdom

PAST APPOINTMENTS/EXPERIENCES:

- His career started in 2011 when he joined Strec Sdn. Bhd., a company involved in environmental and waste management consultancy services as an Environmental Engineer where he was involved in the monthly environmental monitoring works
- In 2012, he joined Falcon Conquest Sdn. Bhd., a company involved in the construction of Renewable Energy plants mainly solar PV systems, as a Project Engineer where he was managing and supervising on the implementation of certain projects
- In August 2015, he joined Samaiden Sdn. Bhd. as an Assistant Manager where he was initially involved in the EPCC works for solar PV system projects. He was subsequently promoted to the position of our Project Manager on 15 January 2019 where he is responsible in managing projects until completion. In July 2022, he was subsequently promoted as Business Unit Head (LSS). Subsequently, in January 2024, he was promoted as a Director of Project Development

OTHER CURRENT APPOINTMENTS:

- He does not hold any directorship in public company and listed issuer in Malaysia



KEY MANAGEMENT PROFILE (CONT'D)

DR TEE WU SHUN  
Chief Strategy Officer



Age	Gender	Nationality
37	Male	Malaysian

ACADEMIC/PROFESSIONAL QUALIFICATIONS:

- Doctor of Philosophy (PhD) in Economics from Universiti Putra Malaysia
- Certified International Credit Professional from National Association of Credit Management

PAST APPOINTMENTS/EXPERIENCES:

- He brings approximately 12 years of experience in oil and gas, chemical, industrial gases and equipment sales and rental sectors
- He started his career in 2013 with Shell as a Credit Analyst where he was mainly focusing on debt collection and credit assessment works
- In 2015, he joined Huntsman Corporation, a company that primarily engaged in production of chemical material, where he was responsible to oversee the credit management works for APAC
- In 2016, he joined Air Liquide, one of the leaders in the industrial gases industry, as a Credit Lead, where he was instrumental in the migration of works from Taiwan, Philippines, and Singapore to Malaysia. He spent approximately half a year to establish the credit management processes, coaching and continuous improvement works within this organisation
- In 2018, he left Air Liquide and pursued a similar career in Air Products, as an Asia Credit Manager, where his responsibilities include overseeing the credit related works, account receivable related reporting and analytical dashboard development for Asia region
- In May 2020, he left Air Products and joined TTL Group, as a Business Development Manager. In TTL Group, he has successfully led to the deployment of sales force and assisted the company to discover new business industry

- In 2022, he joined Samaiden Group Berhad as the Head of Group Strategy Development, where he holds the responsibility for leading and managing the development of the group's overarching strategy. Within his purview, he oversees several functions, including strategy development, marketing and business analytics. His role extends to various key areas encompassing continuous improvement initiatives, sustainability development, business transformation efforts, expansion of overseas business operations and mergers and acquisitions activities. He is promoted to Chief Strategy Officer on 2 January 2024
- In 2025, he has been appointed as Adjunct Senior Practice Fellow with Jeffrey Sachs Center on Sustainable Development, Sunway University for 2025-2027 term

OTHER CURRENT APPOINTMENTS:

- He does not hold any directorship in public company and listed issuer in Malaysia

Other Information:

Family relationship with any Director and/or major shareholder of the Company:

None of the key senior management has any family relationship with any Director and/or major shareholder of the Company or its subsidiaries.

Conflict of Interest

None of the key senior management has any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.

Conviction of Offences

None of the key senior management has been convicted for any offences within the past five (5) years or been imposed on any public sanction or penalty by relevant regulatory bodies during the financial year ended 30 June 2025 other than traffic offences, if any.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors ("Board") of Samaiden Group Berhad ("Samaiden" or the "Company") is committed to maintaining high standards of corporate governance in conducting the affairs and business of Samaiden and its subsidiaries (the "Group"). This is to ensure that the interests of shareholders and other stakeholders are protected and that shareholders value continues to be enhanced. Pursuant to Paragraph 15.25 of the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities"), the Board is pleased to present the Group's application of the principles as set out in the Malaysian Code on Corporate Governance ("MCCG"):

- A. Board leadership and effectiveness;
- B. Effective audit and risk management; and
- C. Integrity in corporate reporting and meaningful relationship with stakeholders.

This Corporate Governance Overview Statement should be read together with Corporate Governance Report 2025 ("CG Report 2025") which is available on the Company's website at [www.samaiden.com.my](http://www.samaiden.com.my) as well as the website of Bursa Securities. Where a specific best practice has not been applied during the financial year, the non-application, including reasons thereof, and the alternative practice adopted, if any, is also mentioned in the CG Report 2025.

A. BOARD LEADERSHIP AND EFFECTIVENESS

1. BOARD ROLES AND RESPONSIBILITIES

Roles and Responsibilities of the Board

The Board is responsible, amongst others, for charting the strategic direction, enhancing corporate values of the Group, supervising its affairs to ensure its success within a framework of acceptable risks, as well as overseeing the conduct, performance, risk management, internal controls, and corporate governance practices of the Group. It also reviews the performance of the management team and ensures that the necessary resources are available to meet the Group's objectives.

The Board is guided by the Board Charter and Limits of Authority which define matters that are specifically reserved for the Board and certain authorities and discretion delegated to the Group Managing Director ("GMD"). The key matters reserved for the Board's approval include but not limited to setting overall Group strategy and direction, approving major corporate plans, approving quarterly and annual financial statements and annual budgets, as well as monitoring financial and operational performance of the Group.

The Board delegates specific responsibilities to its respective committees, all of which operate within their defined terms of reference, which are accessible on the Company's website at [www.samaiden.com.my](http://www.samaiden.com.my). Notwithstanding this, the Board remains responsible for its fiduciary duties.

The principal duties and responsibilities assumed by the Board include:-

- (a) Reviewing and adopting a strategic business plan for the Group

The Board plays an important and active role in the development of the Company's strategies. Management will recommend strategies and proposed business plans for the coming year to the Board at a dedicated session. The Board will then evaluate Management's recommendations, views and assumptions, while taking into consideration the perspectives of all relevant parties before making a decision.

- (b) Oversee of conduct of the Group's businesses and evaluate whether the businesses are being properly managed

The Board monitors the implementation of business plans by Management and assesses the conduct of businesses under the leadership of the GMD. The Board is also continuously informed of key strategic initiatives, significant operational issues and the Group's operational and financial performance.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

### (c) Review of the adequacy and integrity of the Group's internal control system

The Board is ultimately responsible for the adequacy and integrity of the Group's internal control system. It covers both operational and financial areas.

### (d) Identifying principal risks and ensuring the implementation of appropriate systems to manage these risks

The Board reviews the system and processes as well as the key responsibilities and assesses for reasonable assurance that the risks have been managed.

### (e) Succession planning and remuneration package of the Board

The Board delegates the succession planning and determination of remuneration package for the Board, to the Nominating Committee ("NC") and Remuneration Committee ("RC") respectively. The NC oversees and reports to the Board, the development of a diverse pipeline for the Board succession. While the RC is tasked to recommend the remuneration packages for Directors, to attract and retain the right talent to drive the Company's long-term objective.

### Separation of Position of Chairman and GMD

The positions of the Chairman and GMD are held by different individuals with clear and distinct roles which are formally documented in the Board Charter of the Company to ensure a balance of power and authority between the Chairman and GMD.

Dato' Dr. Nadzri Bin Yahaya is the Chairman of the Board and is responsible in providing leadership and guidance to the Board in meeting corporate goals and manages the processes in ensuring the Board effectively discharges its duties.

The Board has delegated responsibilities for the management of the Group, through the GMD, to manage the daily operations. The GMD is primarily responsible for the effective implementation of Board strategies, policies and decisions.

By virtue of the position, the GMD as a Board member, also acts as the intermediary between the Board and the Senior Management.

### Qualified and Competent Company Secretaries

The Board are supported by two (2) suitably qualified Company Secretaries who are qualified to act as Company Secretaries under Section 235 of the Companies Act 2016 and are also registered holders of the Practising Certificate issued by the Companies Commission of Malaysia.

The Company Secretaries play an advisory role to the Board, particularly with regard to the Company's Constitution, Board policies and procedures and its compliance with the relevant statutory and regulatory requirements and corporate governance best practices.

The Company Secretaries attend all Board, Board Committees and general meetings and ensure the meetings are properly convened and all deliberations and decisions made are accurately minuted, recorded and kept. The Company Secretaries have attended and will continue to attend relevant conferences and training programmes to constantly keep themselves abreast with the regulatory changes and development in corporate governance.

### Access to Information and Advice

The Board has unrestricted access to all information within the Group from Management at all times. The Board is constantly kept informed of various requirements and updates issued by various regulatory authorities. In addition, the Board may obtain independent professional advice in furtherance of their duties whenever necessary at the Company's expense through an agreed procedure.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

Board members are provided with updates on operational, financial and corporate issues from time to time. The agenda and reports encompassing qualitative and quantitative information are furnished to the Board members prior to the meetings to enable Directors to have sufficient time to peruse the papers for effective discussion and decision making during the meetings and obtain further explanation/clarification if required. Board members receive the relevant board papers at least five (5) business days before the Board meetings which complies with Practice 1.6 of the MCCG, whilst highly sensitive corporate proposals are circulated during the meeting. Senior Management will be invited to brief the Board on the proposals, where necessary. The meeting proceedings are minuted and distributed to the Board members on a timely manner and tabled for confirmation in the subsequent meeting.

### Board Charter

The Company's Board Charter is a primary document, which clearly sets out the roles and responsibilities of the Board and Board Committees, Chairman and GMD, the Executive and Non-Executive Directors, taking into consideration all applicable laws, rules and regulations as well as best practises. It serves as a reference and primary induction literature in providing Board members and Management insight into the function of the Board. The Board Charter also outlines the roles and responsibilities of the Board, the balance and composition of the Board, the authority of the Board and the schedule of matters reserved for the Board. It includes matters pertaining to the establishment of Board Committees, processes and procedures for convening Board and Board Committees meetings, the Board's assessment and review of its performance, compliance with ethical standards, the Board's access to information and advice, and declarations of conflict of interest.

The Board Charter is reviewed by the Board periodically to ensure that it remains consistent with the Board's objectives and current laws and practices. The Board Charter is available on the Company's website at [www.samaiden.com.my](http://www.samaiden.com.my).

### Code of Conduct and Ethics for Directors

The Board had formalised a Directors' Code of Conduct and Ethics, setting out the standards of conduct expected from Directors. The Directors' Code of Conduct and Ethics aims to protect the interests of all shareholders and stakeholders. Directors are expected to act in good faith and in the best interest of the Company and exercise due diligence when discharging their duties as Director. The Directors' Code of Conduct and Ethics is available on the Company's website at [www.samaiden.com.my](http://www.samaiden.com.my).

### Conflict of Interest Policy

The Board had adopted a Conflict of Interest Policy, aiming to ensure that actual, potential and perceived conflicts of interest are identified and managed effectively. It is intended to provide guidance on how to deal with conflict of interest situations as they arise.

### Whistleblowing Policy and Procedures

The Board had established a Whistleblowing Policy and Procedures, administered by the Audit Committee ("AC"). The Group's employees and other stakeholders, including customers, vendors and contractors, are encouraged to raise their concerns of any suspected misconduct or breach of law and regulations that may adversely impact the Company, directly to the AC as per the procedure set out in the Whistleblowing Policy and Procedures. The Company's Whistleblowing Policy and Procedures is available on the Company's website at [www.samaiden.com.my](http://www.samaiden.com.my). The Board emphasises good faith in reporting, with assurance that whistle blowers would be protected from interference, intimidation, retribution or retaliation.



CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

2. COMPOSITION

The Board currently consists of six (6) members, comprising one (1) GMD, one (1) Executive Director and four (4) Independent Non-Executive Directors. The Board considers that its current size is commensurate with the present scope and scale of the Group’s business operations. The composition of the Board also fulfils the requirement of Paragraph 15.02(1) of the Listing Requirements, and Practice 5.2 of MCCG to have half of the Board comprising Independent Directors. The Independent Directors have provided independent, objective and impartial opinion during Board’s deliberation and decision making. The significant contribution of the Independent Directors is evidenced by their participation as members of the Board Committees.

The Directors, with their diverse backgrounds and specialisation, collectively bring with them a wide range of experience and expertise in relevant fields which are vital for the strategic success of the Group. The profile of each Director is presented on page 96 to page 102 of this Annual Report.

Independence of the Board

The Board adopted the concept of independence in tandem with the definition of Independent Non-Executive Director under Paragraph 1.01 and Practice Note 9 of the Listing Requirements. The Board undertakes an annual assessment of Independent Directors to assess whether they continue to bring independent and objective judgement to the Board’s deliberations. The Board is satisfied with the level of independence demonstrated by the Independent Directors and their ability to provide independent judgement in the best interest of the Company.

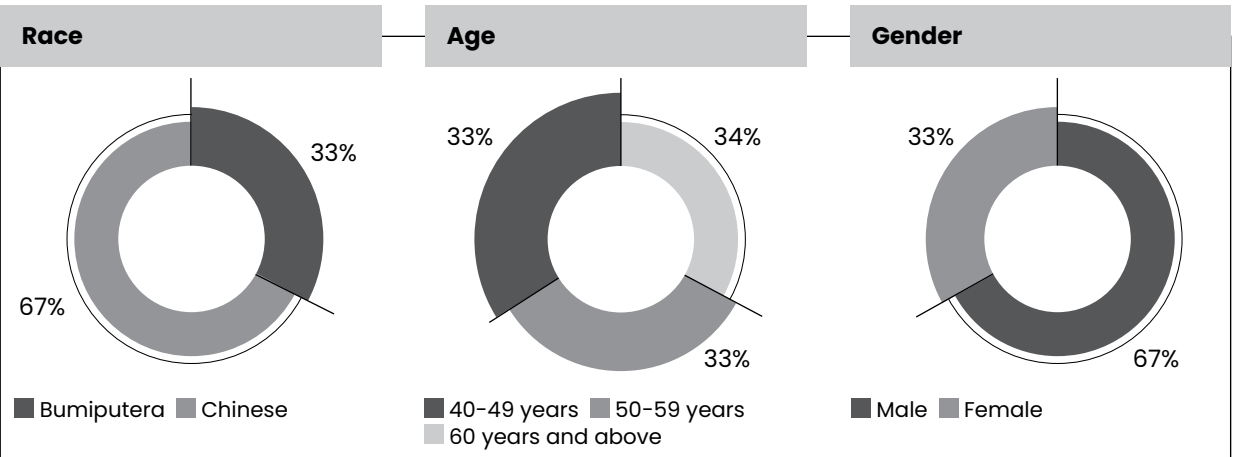
None of the Independent Non-Executive Directors had served the Company for a cumulative term of nine (9) years. Notwithstanding that, the Board acknowledges the recommendation of the MCCG that the tenure of an Independent Director should not exceed a cumulative term of nine (9) years. If the Board continues to retain the Independent Director after nine (9) years, the Board should provide justification and seek shareholders’ approval through a two-tier voting process as recommended by the MCCG.

Diversity Policy for Directors and Senior Management

The Board has always placed diversity as an agenda in strengthening the performance of its Board and Board Committees. The Board has adopted a Diversity Policy which include for both Directors and Senior Management. The said policy promotes diversity in the Board and Senior Management in terms of perspectives, experience and skills necessary for effective oversight/ management of the Group. Diversity includes, but not limited to race, age and gender.

Currently, the Board comprises two (2) women directors out of the six (6) Board members, which represents 33.33% of the Board’s composition. This is in compliance with Paragraph 15.02(1)(b) of the Listing Requirements which requires at least 1 woman director on Board, and Practice 5.9 of the MCCG which recommends a 30% women directors’ composition on the Board.

The breakdown of the Board by race, age and gender are as follows:-



CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

NC

The NC comprises exclusively of Independent Non-Executive Directors. The NC is primarily responsible for the assessment of the performance of the members of the Board on an ongoing basis and to propose new candidates to the Board as and when necessary. The NC is governed by its Terms of Reference which is available on the Company’s website at [www.samaiden.com.my](http://www.samaiden.com.my).

The members of the NC and their respective designation are as follows:-

Name	Position
Puan Sri Datuk Seri Rohani Parkash Binti Abdullah	Chairperson
Lim Poh Seong	Member
Ir. Dr Ng Kok Chiang	Member

Selection and Assessment of Directors

The NC is responsible for the assessment and recommendation of suitable candidates to the Board on the most appropriate Board composition to ensure that it is able to discharge its duties in an informed and conscientious manner. In identifying candidates for the Board, recommendations from existing Board members, Senior Management and/or major shareholders will be taken into consideration to gain access to a wider pool of potential candidates. The Board will seek professional advice and/or conduct search by utilising a variety of independent source to identify suitably qualified candidates, if required. In making a recommendation to the Board on the candidates for directorship, the NC will consider and nominate the candidates based on the objective criteria, including:-

- (a) skills, knowledge, expertise and experience;
- (b) commitment (including time commitment) to effectively discharge his/her role as a Director;
- (c) objective criteria with due consideration given to boardroom diversity including gender, age and ethnicity, experience, cultural background, skill, character, integrity and competence; and
- (d) in the case of candidates for the position of Independent Non-Executive Directors, the NC shall also evaluate the candidates’ ability to discharge such responsibilities/functions as are expected from Independent Non-Executive Directors. In considering independence, it is necessary to focus not only on a Director’s background and current activities which qualify him or her as independent, but also whether the Director can act independently of management.

All Directors shall not hold more than five (5) directorships in other listed issuers as required under Paragraph 15.06 of the Listing Requirements of Bursa Securities.

The new appointment of Senior Management would be reviewed by the NC based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

The role of the NC is detailed in its Terms of Reference, which is accessible on the Company’s corporate website at [www.samaiden.com](http://www.samaiden.com).

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

Directors' Fit and Proper Policy

The Board had adopted a Directors' Fit and Proper Policy which aimed to guide the NC and the Board in their review and assessment of the candidates who are to be appointed to the Board as well as Directors who are seeking for re-election, in accordance with Paragraph 15.01A of the Listing Requirements. This Policy sets out the overarching criteria in assessing the candidates' ability to fulfil their duties as Director as well as their integrity and independence of mind. Any candidate for new appointment as Director, and Directors who are due for retirement and subject to re-election at the Annual General Meeting ("AGM") are required to declare their fit and proper criteria via a self-declaration form. The NC will assess if such candidate has good standing based on the fit and proper criteria, before making recommendation to the Board for consideration or approval.

The NC met once during the financial year, attended by all its members. The summary of activities undertaken by the NC during the financial year ended 30 June 2025 ("FY2025") are as below:-

- (a) Reviewed and recommended the re-election of Directors who are subject to retirement at the forthcoming AGM in accordance with the Company's Constitution;
- (b) Reviewed the performance and effectiveness of the Board, Board Committees and individual Directors and make appropriate recommendations to the Board;
- (c) Reviewed the required mix of skills, experience and core competencies of the Board;
- (d) Reviewed the term of office and performance of the AC and each of its members;
- (e) Reviewed and assessed the level of independence of the Independent Directors; and
- (f) Evaluated and determined training needs of the Directors.

Re-election of Directors

In accordance with the Company's Constitution, all Directors who are newly appointed by the Board shall retire from office but shall be eligible for re-election at the next AGM held following their appointments. The Constitution further provides that at least one-third (1/3) of the Board shall retire by rotation at each AGM at least once in every three (3) years but shall be eligible for re-election. Directors who are due for retirement and subject to re-election at the AGM will be assessed by the NC, whose recommendations will be submitted to the Board for consideration, thereafter to be tabled to shareholders for approval at the AGM.

At the forthcoming AGM, Datuk Ir. Chow Pui Hee and Lim Poh Seong are retiring pursuant to Clause 76(3) of the Constitution of the Company. All retiring Directors have completed the Directors' Fit and Proper declaration, and have offered themselves for re-election at the forthcoming AGM. The Board has indicated their support of the re-election of the aforesaid Directors, in the explanatory notes to the agenda in the Notice of Sixth AGM of the Company.

3. REMUNERATION

The RC comprises exclusively of Independent Non-Executive Directors. The Board had adopted a Remuneration Policy for Directors and Senior Management to ensure that the remuneration packages of the Directors and the Senior Management team are sufficiently attractive to attract and retain persons of high calibre. The Term of Reference of RC is available on the Company's website at [www.samaiden.com.my](http://www.samaiden.com.my).

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

The members of the RC and their respective designation are as follows:

Name	Position
Ir. Dr Ng Kok Chiang	Chairman
Lim Poh Seong	Member
Puan Sri Datuk Seri Rohani Parkash Binti Abdullah	Member

The RC will review and assess the remuneration packages, reward structure and benefits applicable to the Executive Directors and Non-Executive Directors on an annual basis and makes recommendations to the Board. The Board as a whole will determine the remuneration of the Executive Directors and Non-Executive Directors, with each individual Director abstaining from deliberation and decision of their own remuneration. The RC may obtain independent advice in establishing the level of remuneration for the Executive Directors. The remuneration packages of Executive Directors comprise a fixed salary and allowances as well as bonus approved by the Board whilst the remuneration of the Non-Executive Directors comprises annual fees for their services as Chairman or member of the Board and Board Committees.

A summary of the Directors' remuneration paid/payable during the FY2025 is as follows:-

Directors	Company			Subsidiaries		Group
	Director Fee	Allowance	Share Option Expenses	Salary & Bonus	EPF & SOSCO & EIS	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Dato' Dr Nadzri Bin Yahaya	66	2	-	-	-	68
Datuk Ir. Chow Pui Hee	-	2	129	748	91	970
Fong Yeng Foon	-	2	129	617	75	823
Lim Poh Seong	54	2	-	-	-	56
Ir. Dr Ng Kok Chiang	54	2	-	-	-	56
Puan Sri Datuk Seri Rohani Parkash Binti Abdullah	48	2	-	-		50
Total	222	12	258	1,365	166	2,023

The Directors who are also shareholders of the Company will abstain from voting at general meetings in respect of the resolutions pertaining to the approval of their own fees.



CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

4. COMMITMENT

Time Commitment

The Directors are aware of the time commitment expected from them to attend to matters of the Company. An annual meeting calendar is prepared and circulated to the Directors before the beginning of each calendar year to facilitate the Directors’ schedule planning. Additional meetings will be held as and when required.

The Board is satisfied with the level of time commitment given by the Directors towards fulfilling their roles and responsibilities. During their tenure as a Board member of the Company, all Directors have attended all the Board Meetings held during the financial year.

The Board Committees meetings are conducted separately from the Board meetings, to enable the Board’s objective review on recommendation put forth by the Board Committees. The Board and Board Committees members’ meeting attendances for the FY2025 are as follows:-

Name	Board Meeting	AC Meeting	NC Meeting	RC Meeting	Risk Management Committee (“RMC”) Meeting
Dato’ Dr Nadzri Bin Yahaya	4/4	-	-	-	-
Datuk Ir. Chow Pui Hee	4/4	-	-	-	-
Fong Yeng Foon	4/4	-	-	-	-
Lim Poh Seong	4/4	4/4	1/1	1/1	2/2
Ir. Dr Ng Kok Chiang	4/4	4/4	1/1	1/1	2/2
Puan Sri Datuk Seri Rohani Parkash Binti Abdullah	4/4	4/4	1/1	1/1	2/2

Training and Development of Directors

Pursuant to the Listing Requirements, the Directors are mindful that they shall receive appropriate training which may be required from time to time to keep abreast with the current developments of the industry as well as the new statutory and regulatory requirements. The Board through the NC evaluates and identifies the specific and continuous training needs for each of the Directors on a regular basis.

All Directors had attended the Mandatory Accreditation Programmes Part I and Part II which were accredited by Bursa Securities. The Directors will continue to attend relevant seminars and workshops to keep themselves abreast of regulatory and legislative reforms that impact Board and Board Committee work. Listed below are the training programmes attended by Directors during the financial year:

Name of Directors	Training/seminars attended
Dato’ Dr Nadzri Bin Yahaya	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

Name of Directors	Training/seminars attended
Datuk Ir. Chow Pui Hee	Understanding Energy Efficiency Conservation Act (EECA) and Its Impact on Organisations
	Perbincangan Kumpulan Fokus (FGD) – Development of National Renewable Energy Policy Document and Action Plan (Phase 2)
	OCBC Sustainable Forum
	Bank Islam Sustainable Forum
	EY Woman Entrepreneur of the Year 2025
	Financing Large-Scale Infrastructure for a Low-Carbon Future
	Internal Training: Understanding Anti-Bribery Anti-Corruption Management
	Powering the Future: Insights into Renewable Energy in Malaysia
	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
	Internal Training: Biogas & Biomass Basics: Harnessing Renewable Energy for a Sustainable Future
	Internal Training: Large Scale Solar Design
	Bursa Malaysia Workshop on IFRS Sustainability Disclosure Standards
	Emergency Response Plan and Preparedness: Emergency Drill Training
	Securities Commission Malaysia – World Bank Conference 2024
	Bursa Malaysia’s ESG Workshop: Getting Ready for the FTSE4Good ESG Assessment
Fong Yeng Foon	Malaysia PV & ESS Safety Forum & Product Launch 2024
	Internal Training: Sustainability in Action – ESG for the Whole Organisation
Lim Poh Seong	Securities Commission Malaysia – World Bank Conference 2024
	Internal Training: Understanding Anti Bribery – Anti Corruption Management
	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
	2025 Budget Seminar
	MIA International Accountants Conference 2025

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

Name of Directors	Training/seminars attended
Puan Sri Datuk Seri Rohani Parkash Binti Abdullah	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
	How Can Boards Make the Most of Blockchain and Digital Assets
	Anti-Money Laundering and Financing of Terrorism Compliance
	Unlocking Strategic Success: Building and Sustaining Multi-Partner Alliances
	Unlocking the Path to Bursa Malaysia: Essential Steps and Strategies (IPO)
	The Journey into the AI Age: Game Changer for Your Digital Transformation Era
Ir. Dr Ng Kok Chiang	Webinar series - BIM, Digital Twins, AI - are Engineers winning the Digital Race
	Beneficial Ownership Reporting
	Audit Committee Conference 2024. Embracing Strategic Oversight: The Future of Audit Committee
	Building Sustainable Credibility: Assurance, Greenwashing and the Rise of Green-Hushing
	AOB Conversation with Audit Committees
	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
	National Climate Governance Summit
	ESIE - Energy Storage International Conference and Expo Beijing
	MPSEA Roadshow and Seminar 2025: Shaping Malaysia Renewable Energy's Future
	UOB Sustainable Accelerator Programme 2.0 (SAP): Simplifying SME Decarbonisation Journey
	Financing Zero Conference: Catalysing Critical Finance Pathways for ASEAN's Net-Zero Transition
	ESG Forum For SMEs: Unlock Your Sustainability Opportunities
	Workshop on Development of Guidelines on MEPS for HEM for the Energy Efficiency Act

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

B. EFFECTIVE AUDIT AND RISK MANAGEMENT

1. AC

The AC comprises three (3) members, all of whom are Independent Non-Executive Directors. The AC is chaired by Mr. Lim Poh Seong who is distinct from the Chairman of the Board. The AC is to provide robust and comprehensive oversight on financial reporting, objectivity and effectiveness of internal audit function and external audit processes, related party transactions, conflict of interest situations as well as risk management matters.

The members of the AC and their respective designation are as follows:

Name	Position
Lim Poh Seong	Chairman
Ir. Dr Ng Kok Chiang	Member
Puan Sri Datuk Seri Rohani Parkash Binti Abdullah	Member

The roles and responsibilities of the AC, as well as their rights are set out in the Terms of Reference which is available on the Company's website at [www.samaiden.com.my](http://www.samaiden.com.my).

Assessment of External Auditors

The AC conducted an annual assessment on the suitability, objectivity and independence of the External Auditors, based on the External Auditors' evaluation form and External Auditors' Assessment Policy. The AC considered the adequacy of experience and resources of the audit firm and the professional staff assigned to the audit, independence of TGS TW PLT ("TGS") and the level of non-audit services rendered to the Group and the Company for the FY2025. Having assessed their performance, the AC recommended their re-appointment to the Board, upon which shareholders' approval will be sought at the AGM. The AC had obtained written assurance from TGS, confirming that they are and have been, independent throughout the conduct of the audit engagement with the Company in accordance with the terms of relevant professional and regulatory requirements.

The AC has in the Terms of Reference specified that any former key audit partner is subjected to three (3) years cooling-off period before being appointed as a member of the AC. In addition, the audit partner is regulated by the MIA guidelines to be subject to a seven-year rotation to ensure independence of external auditors. Further information on the AC is detailed in the AC Report as contained in this Annual Report.

2. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

The Board regards risk management and internal control as an integral part of the overall management processes in the Group to safeguard shareholders' interests.

The members of the RMC and their respective designation are as follows:

Name	Position
Ir. Dr Ng Kok Chiang	Chairman
Lim Poh Seong	Member
Puan Sri Datuk Seri Rohani Parkash Binti Abdullah	Member



## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

Prior to that, the RMC assists the Board in discharging its roles and responsibilities to oversee the effectiveness and adequacy of the risk management and internal control system of the Group. The Board has established a risk management framework within the Group to identify, monitor and manage the risks which may occur or have existed within the Group. The RMC which is led by an Independent Non-Executive Director assist the Board to establish the framework and approaches on all strategic and policy matters in relation to risk management within the Group.

To maintain total independence in the management of internal control environment and remain in compliance with the Listing Requirements, the Company has appointed a professional firm to manage the Company's internal audit function on an outsourced basis.

Details of the Company's risk management, internal control system and the review of its effectiveness has been outlined in the Statement on Risk Management and Internal Control and the CG Report 2025.

### C. INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIPS WITH STAKEHOLDERS

#### 1. COMMUNICATION WITH STAKEHOLDERS

The Board is committed to provide shareholders and other stakeholders with accurate, useful and timely information about the Company's businesses and activities. Shareholders and prospective investors are kept informed of all major developments within the Group by way of announcements in a timely manner, quarterly financial results and corporate website with an overview of the Group's financial and operational performance. The Group constantly maintains transparency in its business activities and will continuously keep shareholders and prospective investors well informed on the Group's activities.

The Company's website at [www.samaiden.com.my](http://www.samaiden.com.my) provides all relevant corporate information and it is easily accessible to the public. The 'Investors' section of the Company's website provides all announcements made by the Company, annual reports, minutes of general meetings, Board Charter, Terms of Reference of the Board Committees and relevant Board policies.

#### 2. CONDUCT OF GENERAL MEETINGS

The notice of the Fifth AGM ("5<sup>th</sup> AGM") of the Company held on 29 November 2024 was sent to the shareholders on 30 October 2024, which is more than 28 days prior to the date of the 5<sup>th</sup> AGM. This has given sufficient time to shareholders to review the Annual Report and consider the resolutions for any questions they might wish to raise at the AGM.

At the 5<sup>th</sup> AGM, the shareholders were encouraged to participate in discussing the resolutions proposed or future developments of the Group.

All resolutions set out in the notice of the 5<sup>th</sup> 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 general meetings was announced to Bursa Securities at the end of the meeting day.

### FOCUS AREAS AND FUTURE PRIORITIES

The Board recognises the importance of embedding sustainability practices into strategic priorities of the Group, so as to build long-term viability and value creation for the shareholders. With the increased attention given to sustainability and climate change by the general public and the investment community, the Board will increase its focus in integrating environmental, economic and governance considerations in the strategies and operations of the Group.

This Corporate Governance Overview Statement was approved by the Board on 13 October 2025.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

### INTRODUCTION

The Board of Directors ("the Board") of Samaiden Group Berhad ("the Company" or "SGB") acknowledges the importance of maintaining good risk management and internal control system within SGB and its subsidiaries (collectively, "the Group") and is pleased to provide the following statement on risk management and internal control systems which outlines the main features of risk management and internal control systems of the Group for the financial year ended 30 June 2025 and up to the date of approval of this statement disclosed pursuant to Paragraph 15.26(b) of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad and the Malaysian Code on Corporate Governance, with guidance from Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers.

### BOARD'S RESPONSIBILITY

The Board recognises the importance of maintaining the Group's risk management and internal control system to safeguard shareholders' investment and the Group's assets. The Board, in discharging its responsibilities, is fully committed to maintaining appropriate risk management and internal controls system and for reviewing their adequacy and effectiveness so as to provide assurance on the achievement of the Company's objectives. However, in view of the limitations that are inherent in any risk management system, the system is designed to manage, rather than to eliminate, the risk of failure to achieve the Group's business objectives. Accordingly, the system can only provide reasonable and not absolute assurance against material misstatement, losses or fraud.

The Board has delegated the oversight of the risk management and internal control function to the Risk Management Committee ("RMC") and Audit Committee ("AC") which comprises solely of Independent Non-Executive Directors. On a periodic basis, the Board, via the RMC and AC, evaluates the adequacy and operating effectiveness of the risk management and internal control system and, where appropriate, requires the Management to implement pertinent controls to address emerging issues or areas of control deficiencies. The process has been in place for the financial year under review and up to the date of approval of this Statement for inclusion in the Annual Report of the Company.

### RISK MANAGEMENT AND INTERNAL CONTROL PROCESS

#### Risk Management

The Board has a risk management framework in place for identifying, evaluating and managing significant risks faced by the Group. The Group's enterprise risk management framework, which was formalised in writing with the assistance of an independent professional firm of consultants, entailed the compilation of the Group's risk profile, risk registers and appropriate control measures to manage the risks to acceptable levels. The Board believes that maintaining a sound risk management and internal control system is founded on a clear understanding and appreciation of the following key elements of the Group's risk management framework:-

- A formalised Risk Management Policy and Procedures document to streamline the Group's risk management activities;
- A risk management structure which outlines the lines of reporting and establishes the responsibility of personnel at different levels, i.e. the Board, RMC and Management;
- The Heads of Departments and key Management staff are responsible for identifying, assessing and managing principal business risks (present and potential);
- The identified key risks which are included in the risk register are monitored regularly to provide an early warning signal of increasing risk exposures; and
- Management's action plans are formulated to mitigate these risks to acceptable levels, considering the established risk parameters (qualitative and quantitative) of the Group.

Key risks identified during the year under review are business sustainability and operational risks. The Group is mindful of the risks and has put in place policies and procedures including enhancement made to the internal control system.

# STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

## RISK MANAGEMENT AND INTERNAL CONTROL PROCESS (CONT'D)

### Internal Audit Function

The Group outsourced its internal audit function to an independent professional firm, namely, Governance Advisory.com Sdn. Bhd., which assists both the Board and AC by conducting independent assessment on the adequacy and operating effectiveness of the Group's internal control system. To ensure independence from Management, the Internal Auditors report directly to the AC through the execution of internal audit work based on a risk-based annual internal audit plan reviewed and approved by the AC before the commencement of work.

The Internal Auditors have unrestricted access to the relevant records of the Group necessary in the performance of its function and independently review the control procedures implemented by the Management on the key processes of the Group.

In addition, the Internal Auditors carry out periodic reviews to ascertain the effectiveness of internal controls and findings arising from internal audit reviews are discussed with the respective process custodians before being presented to the AC.

The Internal Auditors also provide improvement recommendations for the consideration of Management and the Board as part of the continuous development of a more efficient and comprehensive internal control environment.

### Other Internal Control Processes

Apart from risk management and internal audit, the Group's system of internal controls also comprises the following key elements:

#### 1. Organisation Structure and Delegation of Authority

The Group has an organisational structure that well defined lines of responsibility, delegation of authority, segregation of duties and flow of information, aligned to the operational requirements of the business of the Group within Management, which provides the levels of accountability and responsibility of the respective job functions of Management.

The Group has established authorisation limits and approval levels for Management to follow including those requiring approval from the Board.

#### 2. Policies and Procedures

Standard Operating Procedures ("SOP") and various policies are formalised to serve as a guiding principle to all employees within the Group for their day-to-day activities, ensuring consistency and to safeguard the Group's assets against material losses. These policies and procedures shall be periodically reviewed and updated to cater to the changing business environment and operational requirements as well as to align with the industry best practices and statutory reporting needs. The Group has also documented policies and procedures to regulate relevant key processes in compliance with its International Organisation for Standardisation ("ISO") 9001:2015, ensuring that key operations are managed efficiently and in compliance with recognised quality management systems.

#### 3. Integrity and Ethical Value

The tone from the top on integrity and ethical value are enshrined in the formal Code of Conduct and Ethics for Directors ("the Code") established and approved by the Board. The Code forms the foundation of the integrity and ethical value of the Group.

Integrity and ethical value expected from the employees are incorporated in the Employees Handbook whereby the ethical behaviours expected with customers, suppliers, employees to carry out their duties and responsibilities assigned are also established and formalised in the Handbook.

# STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

## RISK MANAGEMENT AND INTERNAL CONTROL PROCESS (CONT'D)

### Other Internal Control Processes (Cont'd)

Apart from risk management and internal audit, the Group's system of internal controls also comprises the following key elements (cont'd):

#### 3. Integrity and Ethical Value (Cont'd)

In line with Section 17A of the Malaysian Anti-Corruption Commission Act 2009, a formal Anti-Corruption and Anti-Bribery Policy had been put in place to prevent the risk of bribery and conflict of interest within the Group with Whistleblowing Policy and Procedures implemented for all stakeholders to raise genuine concerns about possible improprieties in matters of unethical behaviour, malpractices, illegal acts or failure to comply with regulatory requirements at the earliest opportunity. Both policies are made available on the Company's website

#### 4. Board of Directors/Board Committee Meetings

The role, functions, composition, operation and processes of the Board are guided by Board Charter. Board Committees, namely Audit Committee, Nominating Committee and Remuneration Committee and Risk Management Committee are established with terms of references clearly outlining their functions and duties delegated by the Board. RMC and AC assist the Board to review the effectiveness of the ongoing monitoring processes on risk and control matters for areas within their scope of work.

Meetings of the Board and respective Board Committees are carried out on scheduled basis to review the performance of the Group, from financial and operational perspective.

#### 5. Employee Handbook

Guidelines on the human resource management are in place to ensure the Group's ability to operate in an effective and efficient manner by employing and retaining adequate competent employees possessing necessary knowledge, skill and experience in order to carry out their duties and responsibilities assigned effectively and efficiently.

Performance evaluations are carried out for all levels of staff to identify performance gaps, for training needs identification and talent development.

Emphasis is placed on enhancing the quality and ability of employees through a wide variety of training programmes and workshops to enhance their knowledge and expand the employees' competency level in executing daily jobs. Relevant trainings and courses are provided to personnel across all functions to maintain a high level of competency and capability.

#### 6. Information and Communication

The Group has put in place effective and efficient information and communication infrastructures and channels, i.e. computerised systems, secured intranet and electronic mail system, so that operation data and management information can be communicated timely and securely to dedicated personnel within the Group for decision making and for communication with relevant external stakeholders for execution and information collection. The management and board meetings are held for effective two-way communication of information at different level of management and the Board.

#### 7. Monitoring and Review Activities

The Group Managing Director being closely involved in the daily operations regularly reviews the operational information. The Group conducts regular management meeting which is chaired by the Group Managing Director and attended by the various key senior management team and department head to review and discuss on various matters covering operational, financial, business development, legal and human resources areas.



# STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

## RISK MANAGEMENT AND INTERNAL CONTROL PROCESS (CONT'D)

### Other Internal Control Processes (Cont'd)

Apart from risk management and internal audit, the Group’s system of internal controls also comprises the following key elements (cont'd):

#### 8. Company Secretaries

The Company Secretaries provide the necessary advice and guidance on matters relating to the Company’s Constitution, Board policies and procedures, and compliance with relevant regulatory requirements, codes or guidance.

## REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

The external auditors have reviewed the Statement on Risk Management and Internal Control pursuant to Paragraph 15.23 of the MMLR and in accordance with the Audit and Assurance Practice Guide 3 (“AAPG 3”), Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants (“MIA”) for inclusion in the annual report of the Group for the financial year ended 30 June 2025 and reported to the Board that nothing has come to their attention that cause them to believe that the statement intended to be included in the annual report of the Group, in all material respects:-

- (a) Has not been prepared in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers; or
- (b) Is factually inaccurate.

AAPG 3 does not require the external auditors to consider whether the Directors’ Statement on Risk Management and Internal Control covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group’s risk management and internal control system including the assessment and opinion by the Board and Management thereon. The external auditors are also not required to consider whether the processes described to deal with material internal control aspects of any significant problems disclosed in the annual report will, in fact, remedy the problems.

## OPINION AND CONCLUSION

The Board has received assurance from the Group Managing Director that the risk management and internal control system adopted by the Group is operating adequately and effectively, in all material aspects, based on their observations in the course of their management of day-to-day operations of the Group. The Board is of the view that the risk management and internal control systems are operating satisfactorily and effectively to safeguard shareholders’ interest for the financial year under review, and have not resulted in any material losses, contingencies or uncertainties that would require disclosure in the Group’s annual report. The Board continues to take measures to review and, where necessary, enhance the Group’s risk management and internal control systems to meet the Group’s strategic objectives.

The Board is committed to maintaining a sound internal control system and an effective risk management throughout the Group and reaffirms its commitment to continuously review and where necessary, further enhance the risk management and internal control systems.

This Statement on Risk Management and Internal Control is made in accordance with the resolution of the Board of Directors dated 15 October 2025.

# AUDIT COMMITTEE REPORT

The Board of Directors (“Board”) of Samaiden Group Berhad (“the Company”) is pleased to present the Audit Committee (“AC”) Report and its summary of work for the financial year ended 30 June 2025 (“FY2025”) in compliance with Paragraph 15.15 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”) (“Listing Requirements”).

## 1. Objectives

The principle objectives of the AC are to assist the Board in discharging its statutory duties and responsibilities in relation to corporate governance, internal control systems, management and financial reporting practices of the Company and its subsidiaries (“the Group”) and to ensure proper disclosure to the shareholders of the Company.

## 2. Composition

The AC was established by the Board on 16 December 2019 as part of its preparation for listing of the Company on the ACE Market of Bursa Securities. After spending less than two and half years on the ACE Market since its listing on 15 October 2020, the Company had on 31 March 2023 transferred its listing to Main Market of Bursa Securities. The Board had then on 21 February 2024 resolved to separate the Audit and Risk Management Committee into AC, and Risk Management Committee.

The AC comprises three (3) members, all of whom are Independent Non-Executive Directors. Mr. Lim Poh Seong is a fellow member of the Association of Chartered Certified Accountants. The composition of AC meets the requirements of Paragraph 15.09 of the Listing Requirements and Step-Up Practice 9.4 of the Malaysian Code on Corporate Governance (“the Code”).

All members of the AC are financially literate, and none of the members were former key audit partners of the Company.

The members of the AC and their respective designation are as follows:-

Name	Designation	Directorship
Lim Poh Seong	Chairman	Independent Non-Executive Director
Ir. Dr Ng Kok Chiang	Member	Independent Non-Executive Director
Puan Sri Datuk Seri Rohani Parkash Binti Abdullah	Member	Independent Non-Executive Director

## 3. Terms of Reference

The Terms of Reference of the AC was last reviewed by the AC on 23 May 2024 and is available for reference on the Company’s website at [www.samaiden.com.my](http://www.samaiden.com.my).

## 4. Meetings of the AC

The AC had convened four (4) meetings during the financial year which were attended by all members of AC. The details of attendance are as follows:-

AC Members	Number of meetings attended/ Number of meetings held
Lim Poh Seong	4/4
Ir. Dr Ng Kok Chiang	4/4
Puan Sri Datuk Seri Rohani Parkash Binti Abdullah	4/4

Other members of the Board and Senior Management, upon invitation by the AC, were also present at the meetings.

## AUDIT COMMITTEE REPORT (CONT'D)

### 5. Summary of Activities of AC

The AC carried out the following activities for the FY2025 in discharging its duties as outlined in the Terms of Reference:-

a) Oversight of Financial and Annual Reporting

- Reviewed the quarterly unaudited financial results to ensure that the quarterly unaudited financial results complied with the Malaysian Financial Reporting Standards and Appendix 9B of the Listing Requirements. The Finance Controller was present to explain the financial performance of the Group to the members of AC;
- Reviewed and recommended the annual audited financial statements for the FY2025 ("AFS") to ensure the said AFS were drawn up in accordance with the Malaysian Financial Reporting Standard before recommending to the Board for consideration and approval; and
- Reviewed and recommended to the Board for approval, the Corporate Governance Report, as well as the Corporate Governance Overview Statement, Statement on Risk Management and Internal Control, and AC Report for inclusion in the Annual Report.

b) Oversight of External Auditors

- Reviewed the audit planning memorandum (inclusive of audit approach, scope of work and audit fees) before the commencement of annual audit for the FY2025;
- Reviewed the audit and non-audit services provided by the External Auditors during the financial year. The AC had concluded that these services have not compromised the External Auditors' independence and objectivity in view that these services are compliant in nature;
- Reviewed and assessed the independence and effectiveness of the External Auditors of the Company for the FY2025. The AC reviewed their competency, audit quality, adequacy of resources, communication and interaction through an External Auditors Evaluation Form, supplemented with the written assurance from the External Auditors that they are independent throughout the conduct of the audit. The AC was satisfied with the External Auditors' performance and agreed to recommend to the Board of Directors on their re-appointment for the ensuing year; and
- Met with the External Auditors at the AC meeting without the presence of Management to review any audit issues and reservations arising from the statutory audit of the Group for the FY2025. There were no major concerns or material issues noted. The External Auditors had been receiving full cooperation from Management throughout the audit progress.

c) Oversight of Internal Audit Function

- Reviewed the internal audit reports, its audit findings, Management responses to the audit findings and the mitigating measures to be taken;
- Reviewed the internal audit plan for financial year ended 30 June 2026;
- Reviewed the status report on actions implemented by Management to rectify the outstanding audit issues; and
- Reviewed the adequacy of the scope, functions, resources and competency of the internal audit function.

## AUDIT COMMITTEE REPORT (CONT'D)

d) Related Party Transactions and Conflict of Interest

Reviewed the related party transactions or conflict of interest situation that may arise within the Company and the Group, on yearly basis, to ensure such transactions are in line with the Listing Requirements, on arm's length basis, on normal commercial terms not more favourable to the related party than those generally available to the public, not detrimental to the interest of the minority shareholders, and proper disclosures are made pursuant to the Listing Requirements, as and when necessary. There was no conflict of interest or potential conflict of interest for the FY2025.

e) Whistleblowing

Reviewed all whistleblowing reports received, if any, within the Group during FY2025 and ensured that appropriate actions were taken to address them.

### 6. Internal Audit Function

The internal audit function is outsourced to GovernanceAdvisory.com Sdn. Bhd. ("Internal Auditors"), a professional services firm which reports directly to the AC. The Internal Auditors are independent of the activities and operations of the Group. It assists the AC by carrying out independent assessments of the adequacy and effectiveness of the internal control system as established and monitored by Management and report the findings to the AC.

The Internal Auditors had reviewed the purchase management function of the Company, based on the risk-based internal audit plan reviewed by the AC and as guided by the Institute of the Internal Auditors' International Professional Practices Framework.

The costs incurred for maintaining the internal audit function for the financial year under review was RM14,000.00.

## STATEMENT ON DIRECTORS' RESPONSIBILITY

The Directors are required under the Companies Act 2016 ("the Act") to prepare financial statements of the Group and the Company which will give a true and fair view of the state of affairs at the end of the financial year and of the results and cash flows for the financial year ended. As required by the Act and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the financial statements have been prepared in accordance with the provisions of the Act and the approved accounting standards in Malaysia. The Directors consider that in preparing the financial statements for the year ended 30 June 2025 as set out in this Annual Report, the Group has used appropriate accounting policies that were consistently applied and supported by reasonable and prudent judgements and estimates. The Directors have the responsibility of ensuring that the Group and the Company keep proper accounting records which enable them to ensure that the financial statements comply with the Act.



## ADDITIONAL COMPLIANCE INFORMATION

### 1. UTILISATION OF PROCEEDS RAISED FROM CORPORATE PROPOSALS

#### a. Initial Public Offering (“IPO”)

The Company completed its IPO exercise on 15 October 2020, which raised gross proceeds of RM29.35 million, and had fully utilised the proceeds as at 30 June 2025.

#### b. Private Placement

The status of the utilisation of the proceeds raised from the Private Placement as at 30 June 2025 is as follows:-

No.	Purpose	Proposed utilisation	Amount utilised	Balance to be utilised	Intended timeframe for utilisation (from the listing date on 25 February 2022 of placement shares)	Revised timeframe for utilisation (from the listing date on 25 February 2022 of placement shares)	Deviation from proposed utilisation	
		RM'000	RM'000	RM'000			%	%
1.	Finance/ Part finance investment in RE assets	24,805	(19,868)	4,937	Within 30 months	Within 48 months	N/A	N/A
2.	Estimated expenses in relation to the Private Placement	500	(500)	-	Within 3 months	-	N/A	N/A
<b>Total</b>		<b>25,305</b>	<b>(20,368)</b>	<b>4,937</b>				

The utilisation of the proceeds as disclosed above should be read together with the announcement made by the Company dated 25 October 2021 in relation to the Private Placement, as well as the announcement dated 25 February 2022 pertaining to the completion of the Private Placement.

### 2. SHARE ISSUANCE SCHEME (“SIS”)

On 27 May 2021, the shareholders of the Company had approved the establishment of a SIS of up to 10 percent (10%) of the total number of issued shares of the Company (excluding treasury shares, if any) for eligible Directors and employees of the Company and its subsidiaries (“Group”). The SIS was implemented by the Company on 1 October 2021 and shall be in force for a period of five (5) years until 30 September 2026, but was extended on 23 October 2024 to 31 December 2028.

The Company had on 23 October 2024 offered a total of 41,800,000 SIS Options to the eligible Directors and employees of the Group, of which 4,180,000 SIS Options were offered to the Group Managing Director and 4,180,000 to the Executive Director of the Company, respectively. No SIS Options had been granted to the Non-Executive Directors of the Company.

## ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

As at 30 June 2025, the Company had granted first tranche of SIS Options, with the details as follows:

	As at 1 July 2024	Granted	Lapsed	Exercised	Outstanding
<b>Tranche 1</b>					
Executive Directors and Chief Executives	-	3,232,000	-	(200,000)	3,032,000
Other employees	-	1,047,800	-	(240,000)	807,800
<b>Total</b>	<b>-</b>	<b>4,279,800</b>	<b>-</b>	<b>(440,000)</b>	<b>3,839,800</b>

The details of the aggregate maximum allocation and options granted to the Directors and Senior Management of the Group pursuant to the SIS are as follows:-

Directors and Senior Management	During the FY2025	Since the commencement of the SIS up to 30 June 2025
Aggregate maximum allocation	3,232,000	3,232,000
Actual percentage granted	75.52%	75.52%

### 3. AUDIT AND NON-AUDIT FEES

The amount of audit and non-audit fees paid/payable for services rendered by the External Auditors by the Company and the Group respectively for the financial year ended 30 June 2025 (“FY2025”) were as follows:-

Description	Audit Fee (RM)	Non-Audit Fee (RM)	Total (RM)
Company	38,000	5,000	43,000
Group	162,032	5,000	167,032

### 4. MATERIAL CONTRACTS INVOLVING DIRECTORS’ AND MAJOR SHAREHOLDERS’ INTEREST

There was no material contract entered into by the Group involving Directors’ and major shareholders’ interest during the FY2025.

### 5. RECURRENT RELATED PARTY TRANSACTIONS (“RRPT”)

The RRPT entered into by the Group during the FY2025 is disclosed in Note 32 to the audited financial statements included in this Annual Report.

The RRPT entered into by the Group after the FY2025 are as follows:

No.	Description	Contract Value (RM’ million)
1.	Letter of Award for the Engineering, Procurement, Construction and Commissioning (“EPCC”) in relation to the development of 14.00 MWac Solar Photovoltaic Plant in Sungai Petani, Kedah.	3.00
2.	Letter of Award for the EPCC in relation to the development of 10.00 MWac Solar Photovoltaic Plant in Bahau, Negeri Sembilan.	3.00

The Company will be seeking its shareholders’ approval for the proposed renewal of existing shareholders’ mandate for RRPT (“Proposed Mandate”) at the forthcoming 6<sup>th</sup> AGM. The details of the Proposed Mandate are enclosed in the Circular to Shareholders dated 15 October 2025.

# FINANCIAL STATEMENTS

127	Directors' Report
134	Statement by Directors
135	Statutory Declaration
136	Independent Auditors' Report to the Members
140	Statements of Financial Position
142	Statements of Profit or Loss and Other Comprehensive Income
143	Statements of Changes in Equity
146	Statements of Cash Flows
149	Notes to the Financial Statements

## DIRECTORS' REPORT

The Directors have pleasure in submitting their report together with the audited financial statements of the Group and of the Company for the financial year ended 30 June 2025.

### PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding. The principal activities of the subsidiaries are set out in Note 6 to the financial statements.

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

### FINANCIAL RESULTS

	Group RM	Company RM
Profit for the financial year	20,076,143	6,419,580
Attributable to:		
Owners of the Company	20,211,539	6,419,580
Non-controlling interests	(135,396)	-
	20,076,143	6,419,580

### RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year other than the following:

	Share Issuance Scheme Reserve RM
Group/Company	
Share options expenses	660,445
Share options exercised	(67,899)

### DIVIDENDS

Since the end of the previous financial year, the Company has declared and paid:

	RM
First interim single-tier dividend of RM0.007 per ordinary share in respect of the financial year ended 30 June 2024, declared on 29 August 2024 and paid on 25 October 2024	2,930,372
First interim single-tier dividend of RM0.015 per ordinary share in respect of the financial year ended 30 June 2025, declared on 29 November 2024 and paid on 31 December 2024	6,279,371
	9,209,743

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



DIRECTORS’ REPORT (CONT’D)

ISSUANCE OF SHARES AND DEBENTURES

During the financial year, the Company increased its issued and fully paid-up share capital from RM85,029,043 to RM106,592,055 pursuant to:

- (a) the issuance of 29,273,766 new ordinary shares from the exercise of warrants 2021/2026 at the exercise price of RM0.72 per warrant for total consideration of RM21,077,113; and
- (b) the issuance of 440,000 new ordinary shares from the exercise of options under the Company’s Share Issuance Scheme (“SIS”) at the exercise price of RM0.95 per option for a total consideration of RM418,000. Accordingly, RM67,899 from the SIS reserve was reclassified to share capital upon the exercise of these options.

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

There were no issuance of debentures during the financial year.

WARRANTS 2021/2026

The Warrants are constituted by the Deed Poll dated 1 June 2021 (“Deed Poll”).

On 22 June 2021, 105,000,000 Warrants (“Warrants”) were issued free by the Company pursuant to the bonus issue on the basis of one (1) Warrant for every two (2) existing ordinary shares held.

The salient features of the Warrants are as follows:

Terms	Details
Form	The Warrants were issued in registered form and constituted by the Deed Poll.
Board lot	For the purposes of trading on Bursa Securities, a board lot of Warrants shall comprise one hundred (100) warrants carrying right to subscribe for 100 new shares at any time during the exercise period, or such denomination as determined by Bursa Securities.
Listing	Approval has been obtained from Bursa Securities on 6 May 2021 for the admission of the Warrants to the Official List of Bursa Securities, and for the listing of and quotation for the new shares arising from the exercise of the Warrants.
Expiry date	Five (5) years from the date of issuance of the Warrants.
Exercise period	The Warrants may be exercised at any time within the period commencing from the date of issue of the Warrants and will be expiring on 21 June 2026. Any Warrants not exercised during the Exercise Period will thereafter lapse and cease to be valid.
Exercise price	RM1.20 payable in full upon exercise of each Warrant.
Exercise rights	Each Warrant carries the entitlement, at any time during the Exercise Period, to subscribe for one (1) new ordinary share in the Company at the Exercise Price.
Participating rights	The Warrant holders are not entitled to vote in any general meetings of the Company or participation in any form of distribution other than on winding-up, compromise or arrangement of Company and/or in any offer of further securities in the Company until and unless the Warrant holder becomes a shareholder of Company by exercising his/her Warrants into new Company’s Shares or unless otherwise resolved by Company in a general meeting.
Ranking of new Company’s shares	The new Company’s shares to be issued arising from the exercise of the Warrants shall, upon allotment and issue, rank pari passu in all respects with the existing Company’s shares, save and except that the new Company’s shares will not be entitled to any dividends, rights, allotments and/or other forms of distributions, that may be declared, made or paid for which the entitlement date precedes the date of allotment and issuance of such new Company’s shares.
Governing law	Laws and regulations of Malaysia.

The respective exercise prices and number of warrants over ordinary shares have been adjusted in accordance with the provision of the respective Deed Polls as a result of the Bonus Issues.

DIRECTORS’ REPORT (CONT’D)

WARRANTS 2021/2026 (CONT’D)

The adjustments to the exercise prices of warrants are as follows:

	RM
Before bonus issues	1.20
After bonus issues	0.72

The movements of the warrants during the financial year are as follows:

	At 1.7.2024	Number of units Adjustment	Exercised	At 30.6.2025
Warrants 2021/2026	141,471,904	-	(29,273,766)	112,198,138

OPTIONS GRANTED OVER UNISSUED SHARES

No options were granted to any person to take up unissued shares of the Company during the financial year except for the share options granted pursuant to the Company’s share issuance scheme.

SHARE ISSUANCE SCHEME

On 27 May 2021, the shareholders of the Company had approved the establishment of a SIS of up to 10% of the total number of issued shares of the Company (excluding treasury shares) for eligible Directors and employees of the Company and its subsidiaries. The SIS was implemented by the Company on 1 October 2021.

The Company had on 23 October 2024 offered a total of 41,800,000 SIS Options to the eligible Directors and employees of the Company and its subsidiaries (“the Group”), to which 8,360,000 SIS Options had been offered to the Group Managing Director and Executive Director of the Company, respectively. No SIS Options had been offered to the Non-Executive Directors of the Company.

The salient features of SIS are as follows:

- (a) The total number of shares to be offered under SIS shall not exceed 15% of the issued and paid-up share capital of the Company at any point in time during the existence of the SIS; and
- (b) Only eligible Executive Directors and employees of the Company and of the Group will be eligible to participate in the SIS; and
- (c) The option price for each ordinary share shall be at a discount of not more than 10% of the 5-day weighted average market price of the shares, as quoted on Bursa Malaysia Securities Berhad (“Bursa”) immediately preceding the date of offer; and
- (d) The options granted do not confer any dividend or other distribution declared to the shareholders as at a date precedes the date of exercise of the option.

The options offered for the subscription of unissued ordinary shares, the exercise price and the number of share options exercisable as at end of the reporting period are as follows:

	Exercise price RM	Date of offer	At 1.7.2024	Number of share options over ordinary shares Granted	Exercised	At 30.6.2025	Exercisable at 30.6.2025
Tranche 1	0.95	23.10.2024	-	4,279,800	(440,000)	3,839,800	3,839,800

Details of SIS granted to the Directors are disclosed in the “Directors’ interests in shares” section of this report.

DIRECTORS’ REPORT (CONT’D)

DIRECTORS

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

Dato’ Dr Nadzri Bin Yahaya  
Datuk Ir. Chow Pui Hee\*  
Fong Yeng Foon\*  
Lim Poh Seong  
Ir. Dr Ng Kok Chiang  
Puan Sri Datuk Seri Rohani Parkash Binti Abdullah

\* Director of the Company and of its subsidiaries

The names of Directors of the Company’s subsidiaries who served during the financial year and up to the date of this report, not including those Directors mentioned above, are as follows:

Chow Wai Chon  
Dato’ Seri Yong Tu Sang  
Dato’ Seri Wong Hea Ngun  
Dato’ Syamshuar Bin Husin  
Datuk Woo Thin Choy  
Dr Tee Wu Shun  
Fujita Tsutomu (Appointed on 1 October 2025)  
Goh Kian Teck  
Hiroki Sugeta (Resigned on 1 October 2025)  
Lim Kein Seng  
Nguyen Hoang Du  
Ong Kwan Wee

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

DIRECTORS’ INTERESTS IN SHARES

The interests in the shares, and warrants over shares of the Company and of its related corporations of those who were Directors at financial year end (including their spouses or children) according to the Register of Directors’ Shareholdings are as follows:

	Number of ordinary shares			
	At 1.7.2024	Bought (Sold)	At 30.6.2025	
<b>Interests in the Company</b>				
<b>Direct interests</b>				
Datuk Ir. Chow Pui Hee	131,252,500	3,000,000	-	134,252,500
Fong Yeng Foon	86,770,500	-	-	86,770,500
Dato’ Dr Nadzri Bin Yahaya	166,666	-	-	166,666
Lim Poh Seong	200,000	-	-	200,000
Ir. Dr Ng Kok Chiang	43,400	-	-	43,400

DIRECTORS’ REPORT (CONT’D)

DIRECTORS’ INTERESTS IN SHARES (CONT’D)

The interests in the shares, and warrants over shares of the Company and of its related corporations of those who were Directors at financial year end (including their spouses or children) according to the Register of Directors’ Shareholdings are as follows: (Cont’d)

	At 1.7.2024	Number of warrants		At 30.6.2025
		Bought	(Sold)	
Interests in the Company				
Direct interests				
Datuk Ir. Chow Pui Hee	60,576,083	-	(3,000,000)	57,576,083
Fong Yeng Foon	27,919,250	-	-	27,919,250
Dato’ Dr Nadzri Bin Yahaya	83,333	-	-	83,333
Lim Poh Seong	83,333	-	-	83,333

	At 1.7.2024	Number of options under SIS		At 30.6.2025
		Granted	(Exercised)	
Interests in the Company				
Direct interests				
Datuk Ir. Chow Pui Hee	-	836,000	-	836,000
Fong Yeng Foon	-	836,000	-	836,000

By virtue of their interests in the shares of the Company, Datuk Ir. Chow Pui Hee and Fong Yeng Foon are also deemed interests in the shares of all the subsidiaries during the financial year to the extent that the Company has an interest under Section 8 of the Companies Act 2016 in Malaysia.

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

DIRECTORS’ BENEFITS

Since the end of previous financial year, no Director of the Company has received or become entitled to receive a benefit (other than a benefit included in the aggregate amount of remuneration received or due and receivable by 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, other than Director who have significant interests in companies which traded with certain companies in the Group in the ordinary course of business. The Directors’ remuneration of the Group and of the Company were as follows:

	Group RM	Company RM
Directors’ fee	222,000	222,000
Salaries and other emoluments	1,377,000	12,000
Defined contribution plans	163,800	-
Social security contribution	2,668	-
Share options expenses	258,018	258,018
	2,023,486	492,018



DIRECTORS’ REPORT (CONT’D)

DIRECTORS’ BENEFITS (CONT’D)

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

INDEMNITY AND INSURANCE COSTS

There was no indemnity given to or insurance effected for any Directors, officers and auditors of the Group and of the Company in accordance with Section 289 of the Companies Act 2016.

OTHER STATUTORY INFORMATION

- (a) Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:
  - (i) to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that adequate allowance had been made for doubtful debts and there were no bad debts to be written off; and
  - (ii) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including the value of current assets as shown in the accounting records of the Group and of the Company have been written down to an amount which the current assets might be expected so to realise.
- (b) At the date of this report, the Directors are not aware of any circumstances:
  - (i) which would render it necessary to write off any bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; or
  - (ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or
  - (iii) not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading; or
  - (iv) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (c) At the date of this report, there does not exist:
  - (i) any charge on the assets of the Group and of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or
  - (ii) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.
- (d) In the opinion of the Directors:
  - (i) no contingent liability or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due; and
  - (ii) the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and
  - (iii) there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

DIRECTORS’ REPORT (CONT’D)

SUBSIDIARIES

The details of the subsidiaries are disclosed in Note 6 to the financial statements.

AUDITORS

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

Auditors’ remuneration of the Group and of the Company for the financial year ended 30 June 2025 amounted to RM141,000 and RM38,000 respectively.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 13 October 2025.

DATUK IR. CHOW PUI HEE

FONG YENG FOON

KUALA LUMPUR

# STATEMENT BY DIRECTORS

## PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, the undersigned, being two of the Directors of the Company, do hereby state that, in the opinion of the Directors, the financial statements set out on pages 140 to 192 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 2025 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 13 October 2025.

DATUK IR. CHOW PUI HEE

FONG YENG FOON

KUALA LUMPUR

## STATUTORY DECLARATION

PURSUANT TO SECTION 251(1) OF THE COMPANIES ACT 2016

I, Datuk Ir. Chow Pui Hee, being the Director primarily responsible for the financial management of Samaiden Group Berhad, do solemnly and sincerely declare that to the best of my knowledge and belief, the financial statements set out on pages 140 to 192 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.

Subscribed and solemnly declared )  
by the abovenamed at Kuala )  
Lumpur in the Federal Territory on )  
13 October 2025 )

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DATUK IR. CHOW PUI HEE

Before me,

Commissioner for Oaths



# INDEPENDENT AUDITORS’ REPORT

## TO THE MEMBER OF SAMAIDEN GROUP BERHAD

### REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

#### Opinion

We have audited the financial statements of Samaiden Group Berhad, which comprise the statements of financial position as at 30 June 2025 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 140 to 192.

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 2025, and of their financial performance and of their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

#### Basis for opinion

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

#### Independence and other ethical responsibilities

We are independent of the 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”), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

#### Key audit matters

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

#### Reasonableness of revenue recognition arising from contracts with customers

Refer to Note 25 to the financial statements

#### Key audit matters

Consolidated revenue recorded by the Group during the financial year amounted to approximately RM353 million.

The Group recognises revenue and cost by reference to the progress towards complete satisfaction of the performance obligation at the end of the reporting period.

Judgement is required to assess the performance obligations and revenue recognition. Judgements impacting the revenue recognition are as follow:

- interpreting of contract terms and conditions; and
- assessing and identifying the performance obligations; and
- assessing the computation of revenue recognition.

#### How we addressed the key audit matters

We performed the following audit procedures, among others, around revenue recognition:

- reviewing the contract terms and identifying performance obligations stipulated in the contracts; and
- evaluating whether the performance obligations are satisfied at a point in time or over time; and
- reviewing the reasonableness of budgeted cost and assessing reason for significant variances to budget; and
- evaluating the reasonableness of percentage completion using the input method; and
- assessing the revenue recognised are in accordance with MFRS 15 *Revenue from Contracts with Customers*.

# INDEPENDENT AUDITORS’ REPORT

## TO THE MEMBER OF SAMAIDEN GROUP BERHAD (CONT’D)

### REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT’D)

#### Key audit matters (Cont’d)

#### Provision for expected credit losses (“ECLs”) for trade receivables

Refer to Note 11 to the financial statements

#### Key audit matters

Refer to Note 11 to the financial statements, the Group has material amount of trade receivables that amounted to RM243 million.

The adequacy of assessment on recoverability of trade receivables requires the use of estimates and judgements of the management. The Group applies a simplified approach in calculating allowance for expected credit losses (“ECLs”). Therefore, the Group does not track changes of credit risk, but instead recognises a loss provision based on lifetime ECL at each reporting date. The Group considers amongst others, their historical credit loss experience, adjusted for forward-looking factors specific to the receivables and the economic environment.

#### How we addressed the key audit matters

We performed the following audit procedures, among others, around recoverability of trade receivables:

- obtaining the understanding of the Group’s credit risk policy and tested the processes used by management to assess credit exposures; and
- recomputing the probability of default using historical data and forward-looking information applied by the Group; and
- evaluate the basis used by management for determining cash flows recoverable in credit impaired scenarios, evaluating past payment trends and credit history of the customers.

There is no key audit matter to be communicated in respect of the audit of the financial statements of the Company.

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

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

INDEPENDENT AUDITORS’ REPORT  
TO THE MEMBER OF SAMAI DEN GROUP BERHAD (CONT’D)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT’D)

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 and 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 and 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 activities within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purpose of the group audit. We remain solely responsible for our audit opinion.

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

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

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

INDEPENDENT AUDITORS’ REPORT  
TO THE MEMBER OF SAMAI DEN GROUP BERHAD (CONT’D)

Report on other legal and regulatory requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, as disclosed in Note 6 to the financial statements.

Other matter

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

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

SEAH BOON CHIM  
03782/08/2027 J  
Chartered Accountant

KUALA LUMPUR  
13 October 2025



STATEMENTS OF FINANCIAL POSITION  
AS AT 30 JUNE 2025

		Group		Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
<b>ASSETS</b>					
<b>Non-current assets</b>					
Property, plant and equipment	3	16,611,963	4,098,238	-	-
Investment property	4	1,071,868	1,096,092	-	-
Right-of-use assets	5	10,423,866	2,431,838	-	-
Investment in subsidiaries	6	-	-	32,846,453	18,712,153
Investment in associates	7	390,439	-	-	-
Other investment	8	50	-	-	-
Deferred tax assets	9	661,700	258,000	-	-
		29,159,886	7,884,168	32,846,453	18,712,153
<b>Current assets</b>					
Inventories	10	282,236	422,442	-	-
Trade receivables	11	242,820,740	47,092,433	-	-
Other receivables	12	26,558,801	7,025,235	201,500	1,500
Contract assets	13	1,461,170	12,553,265	-	-
Amount due from subsidiaries	14	-	-	51,545,575	4,051,911
Amount due from associates	15	57,983,373	2,500	-	-
Tax recoverable		72,224	36,731	-	-
Short-term investments	16	147,215,149	95,442,477	121,167,835	63,647,619
Deposits with licensed banks	17	29,725,971	5,297,925	-	-
Cash and bank balances	18	35,693,486	31,489,753	6,565,468	1,885,392
		541,813,150	199,362,761	179,480,378	69,586,422
<b>Total assets</b>		570,973,036	207,246,929	212,326,831	88,298,575
<b>EQUITY AND LIABILITIES</b>					
<b>EQUITY</b>					
Share capital	19	106,592,055	85,029,043	106,592,055	85,029,043
Merger deficit	20(a)	(6,412,050)	(6,412,050)	-	-
Foreign currency translation reserve	20(b)	(70,654)	2,787	-	-
Share issuance scheme (“SIS”) reserve	20(c)	592,546	-	592,546	-
Retained earnings		66,674,490	55,672,694	219,901	3,010,064
Equity attributable to owners of the Company		167,376,387	134,292,474	107,404,502	88,039,107
Non-controlling interests (“NCI”)		224,116	132,732	-	-
<b>Total equity</b>		167,600,503	134,425,206	107,404,502	88,039,107
<b>LIABILITIES</b>					
<b>Non-current liabilities</b>					
Lease liabilities	21	9,312,174	1,771,992	-	-
Borrowings	22	3,066,413	1,816,337	-	-
Deferred tax liabilities	9	121,331	51,500	-	-
		12,499,918	3,639,829	-	-

STATEMENTS OF FINANCIAL POSITION  
AS AT 30 JUNE 2025 (CONT'D)

		Group		Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
<b>EQUITY AND LIABILITIES (CONT'D)</b>					
<b>LIABILITIES (CONT'D)</b>					
<b>Current liabilities</b>					
Trade payables	23	181,995,649	39,857,680	-	-
Other payables	24	3,176,933	499,569	1,053,311	129,377
Contract liabilities	13	97,966,493	18,824,325	-	-
Amount due to a subsidiary	14	-	-	850,000	-
Tax payable		2,978,210	2,638,358	19,018	130,091
Lease liabilities	21	1,102,050	726,747	-	-
Borrowings	22	103,653,280	6,635,215	103,000,000	-
		390,872,615	69,181,894	104,922,329	259,468
<b>Total liabilities</b>		403,372,533	72,821,723	104,922,329	259,468
<b>Total equity and liabilities</b>		570,973,036	207,246,929	212,326,831	88,298,575

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

STATEMENTS OF PROFIT OR LOSS AND  
OTHER COMPREHENSIVE INCOME  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	Note	2025 RM	Group 2024 RM	2025 RM	Company 2024 RM
Revenue	25	353,470,219	227,191,924	-	-
Cost of sales		(303,970,850)	(191,751,211)	-	-
Gross profit		49,499,369	35,440,713	-	-
Other income		7,073,143	4,057,926	9,242,098	6,033,547
Administrative expenses		(18,988,482)	(13,255,548)	(1,674,169)	(1,273,602)
Other expenses		(1,400,472)	(1,549,400)	-	-
Net loss on impairment of financial assets		(6,215,907)	(1,199,480)	-	-
Net gain on impairment of non-financial assets		-	61,836	-	-
<b>Profit from operation</b>		29,967,651	23,556,047	7,567,929	4,759,945
Finance costs	26	(3,189,468)	(1,605,835)	(1,235,622)	-
Share of results of associates		(210,048)	(3)	-	-
<b>Profit before tax</b>	27	26,568,135	21,950,209	6,332,307	4,759,945
Tax (expenses)/income	28	(6,491,992)	(5,840,200)	87,273	(190,594)
<b>Profit for the financial year</b>		20,076,143	16,110,009	6,419,580	4,569,351
<b>Other comprehensive (loss)/income</b>					
<i>Item that are or may be reclassified subsequently to profit or loss</i>					
Exchange differences on translation of foreign operations		(97,321)	1,708	-	-
<b>Other comprehensive (loss)/income for the financial year, net of tax</b>		(97,321)	1,708	-	-
<b>Total comprehensive income for the financial year</b>		19,978,822	16,111,717	6,419,580	4,569,351
<b>Profit/(Loss) for the financial year attributable to:</b>					
Owners of the Company		20,211,539	16,117,663	6,419,580	4,569,351
NCI		(135,396)	(7,654)	-	-
		20,076,143	16,110,009	6,419,580	4,569,351
<b>Total comprehensive income/(loss) for the financial year attributable to:</b>					
Owners of the Company		20,138,098	16,119,371	6,419,580	4,569,351
NCI		(159,276)	(7,654)	-	-
		19,978,822	16,111,717	6,419,580	4,569,351
<b>Earnings per share:</b>					
Basic (sen)	29	4.75	3.93		
Diluted (sen)	29	4.31	3.44		

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

STATEMENTS OF CHANGES IN EQUITY  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	Attributable to owners of the Company		Distributable		Foreign currency translation reserve		Share capital RM	Merger deficit RM	SIS reserve RM	Retained earnings RM	Total RM	NCI RM	Total equity RM
	At 1 July 2023	At 30 June 2024	At 1 July 2023	At 30 June 2024	At 1 July 2023	At 30 June 2024							
Profit/(Loss) for the financial year													
Exchange differences on translation of foreign operations													
Total comprehensive income/ (loss) for the financial year													
<b>Transactions with owners:</b>													
Issuance of shares pursuant to warrants exercised	19												
Dividends	30												
Total transactions with owners													
<b>At 30 June 2024</b>													



STATEMENTS OF CHANGES IN EQUITY  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

<div>← Attributable to owners of the Company →</div>									
<div>← Non-distributable → Distributable</div>									
	Share capital	Merger deficit	Foreign currency translation reserve	SIS reserve	Retained earnings	Total	NCI	Total equity	
Note	RM	RM	RM	RM	RM	RM	RM	RM	RM
Group									
At 1 July 2024	85,029,043	(6,412,050)	2,787	-	55,672,694	134,292,474	132,732	134,425,206	
Profit/(Loss) for the financial year	-	-	-	-	20,211,539	20,211,539	(135,396)	20,076,143	
Exchange differences on translation of foreign operations	-	-	(73,441)	-	-	(73,441)	(23,880)	(97,321)	
Total comprehensive (loss)/income for the financial year	-	-	(73,441)	-	20,211,539	20,138,098	(159,276)	19,978,822	
Transactions with owners:									
Issuance of shares pursuant to warrants exercised	19	21,077,113	-	-	-	21,077,113	-	21,077,113	
Dividends	30	-	-	-	(9,209,743)	(9,209,743)	-	(9,209,743)	
Share options expenses	20(c)	-	-	660,445	-	660,445	-	660,445	
Share options exercised	20(c)	485,899	-	(67,899)	-	418,000	-	418,000	
Incorporation of subsidiaries	6	-	-	-	-	-	250,660	250,660	
Total transactions with owners		21,563,012	-	592,546	(9,209,743)	12,945,815	250,660	13,196,475	
At 30 June 2025	106,592,055	(6,412,050)	(70,654)	592,546	66,674,490	167,376,387	224,116	167,600,503	

STATEMENTS OF CHANGES IN EQUITY  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

	Note	Share capital RM	SIS reserve RM	Retained earnings RM	Total RM
Company					
At 1 July 2023		62,611,690	-	477,323	63,089,013
Profit for the financial year, representing total comprehensive income for the financial year		-	-	4,569,351	4,569,351
Transaction with owners:					
Issuance of shares pursuant to warrants exercised	19	22,417,353	-	-	22,417,353
Dividends	30	-	-	(2,036,610)	(2,036,610)
Total transactions with owners		22,417,353	-	(2,036,610)	20,380,743
At 30 June 2024/1 July 2024		85,029,043	-	3,010,064	88,039,107
Profit for the financial year, representing total comprehensive income for the financial year		-	-	6,419,580	6,419,580
Transactions with owners:					
Issuance of shares pursuant to warrants exercised	19	21,077,113	-	-	21,077,113
Dividends	30	-	-	(9,209,743)	(9,209,743)
Share options expenses	20(c)	-	660,445	-	660,445
Share options exercised	20(c)	485,899	(67,899)	-	418,000
Total transactions with owners		21,563,012	592,546	(9,209,743)	12,945,815
At 30 June 2025		106,592,055	592,546	219,901	107,404,502

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

STATEMENTS OF CASH FLOWS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

		Group		Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
<b>Cash flows from operating activities</b>					
Profit before tax		26,568,135	21,950,209	6,332,307	4,759,945
Adjustments for:					
Allowance for expected credit losses:					
- other receivables	12	450,477	808,712	-	-
- trade receivables	11	5,765,430	390,768	-	-
Depreciation of investment property	4	24,224	-	-	-
Depreciation of property, plant and equipment	3	321,716	287,659	-	-
Depreciation of right-of-use assets	5	1,030,447	720,657	-	-
Dividend income	27	-	-	(5,700,000)	(4,000,000)
Fair value gain on short-term investments	27	(3,434,559)	(1,869,169)	(2,584,574)	(1,244,986)
Finance costs	26	3,189,468	1,605,835	1,235,622	-
Finance income	27	(1,386,038)	(1,771,167)	(875,894)	(788,561)
Gain on early termination of lease contracts	27	(131,880)	-	-	-
Property, plant and equipment written off	27	-	26,785	-	-
Reversal of allowance for expected credit losses on contract assets	13	-	(61,836)	-	-
Share of results of associates	7	210,048	3	-	-
Share options expenses	20(c)	660,445	-	660,445	-
Unrealised loss/(gain) on foreign exchange	27	1,400,472	(131,737)	-	-
Written off of LAD payables not longer required	27	(621,990)	-	-	-
Operating profit/(loss) before working capital changes		34,046,395	21,956,719	(932,094)	(1,273,602)
Changes in working capital:					
Associates		(57,307,294)	-	-	-
Contract assets/liabilities		90,234,263	32,253,330	-	-
Inventories		140,206	86,117	-	-
Receivables		(221,478,256)	(18,090,055)	(200,000)	-
Payables		143,792,868	(30,283,010)	923,934	(148,100)
Cash (used in)/generated from operations		(10,571,818)	5,923,101	(208,160)	(1,421,702)
Tax refunded		-	81	-	-
Tax paid		(6,521,502)	(3,516,226)	(23,800)	(32,651)
Net cash (used in)/from operating activities		(17,093,320)	2,406,956	(231,960)	(1,454,353)
<b>Cash flows from investing activities</b>					
Acquisition of property, plant and equipment	A	(11,271,441)	(2,146,815)	-	-
Acquisition of right-of-use assets	B	(170,547)	(4,290)	-	-
Acquisition of other investment		(490)	-	-	-
Proceed from disposal of other investment		440	-	-	-
Fair value gain on short-term investments		3,434,559	1,869,169	2,584,574	1,244,986
Interest received		1,386,038	1,883,215	875,894	788,561
Placement of short-term investments		(263,641)	(285,208)	(263,641)	(285,208)
Subscriptions of additional shares in existing subsidiary		-	-	(14,134,300)	-
Subscription of shares in associates		(600,487)	(3)	-	-
(Placement)/Withdrawal of pledged deposits with licensed banks		(24,428,046)	923,897	-	-
Net cash (used in)/from investing activities		(31,913,615)	2,239,965	(10,937,473)	1,748,339

STATEMENTS OF CASH FLOWS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

		Group		Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
<b>Cash flows from financing activities</b>					
Advance to associates		(673,579)	(2,500)	-	-
Dividends paid		(9,209,743)	(2,036,610)	(9,209,743)	(2,036,610)
Interest paid		(3,189,468)	(1,605,835)	(1,235,622)	-
Net cash inflow of incorporation of a subsidiary from NCI		250,660	-	-	-
Net (repayment)/drawdown of bankers' acceptances	C	(6,512,267)	3,119,087	-	-
Net drawdown of Islamic medium term notes and Islamic commercial papers	C	103,000,000	-	103,000,000	-
Net repayment of term loans	C	(196,679)	(119,120)	-	-
Net repayment of revolving credit	C	-	(1,000,000)	-	-
Proceed from issuance of shares		21,495,113	22,417,353	21,495,113	22,417,353
(Advances to)/Repayment from subsidiaries		-	-	(40,943,664)	2,290,644
Repayments of lease liabilities	C/D	(804,563)	(755,092)	-	-
Net cash from financing activities		104,159,474	20,017,283	73,106,084	22,671,387
<b>Net cash increase in cash and cash equivalents</b>					
		55,152,539	24,664,204	61,936,651	22,965,373
<b>Effect of foreign exchange differences</b>					
		147,138	129,102	-	-
<b>Cash and cash equivalents at beginning of the financial year</b>					
		121,414,198	96,620,892	60,014,979	37,049,606
<b>Cash and cash equivalents at end of the financial year</b>					
		176,713,875	121,414,198	121,951,630	60,014,979
<b>Cash and cash equivalents at end of the financial year comprises:</b>					
Cash and bank balances		35,693,486	31,489,753	6,565,468	1,885,392
Deposits with licensed banks	17	29,725,971	5,297,925	-	-
Short-term investments	16	141,433,476	89,924,445	115,386,162	58,129,587
Bank overdraft	22	(413,087)	-	-	-
		206,439,846	126,712,123	121,951,630	60,014,979
Less: Deposits pledged with licensed banks	17	(29,725,971)	(5,297,925)	-	-
Total		176,713,875	121,414,198	121,951,630	60,014,979

NOTES TO THE STATEMENTS OF CASH FLOWS

A. Acquisition of property, plant and equipment

	Group	
	2025 RM	2024 RM
Total additions	12,835,441	2,146,815
Less: Acquisition through term loan	(1,564,000)	-
Total cash payment	11,271,441	2,146,815



STATEMENTS OF CASH FLOWS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

NOTES TO THE STATEMENTS OF CASH FLOWS (CONT'D)

B. Acquisition of right-of-use assets

	Group	
	2025 RM	2024 RM
Total additions	10,754,328	135,290
Less: Acquisition through lease arrangement	(10,583,781)	(131,000)
Total cash payment	170,547	4,290

C. Reconciliations of liabilities arising from financing activities

	Islamic medium term notes RM	Islamic commercial papers RM
Company		
At 1 July 2024	-	-
Drawdown	103,000,000	10,000,000
Repayment	-	(10,000,000)
At 30 June 2025	103,000,000	-

	Bankers' acceptances RM	Revolving credit RM	Islamic medium term notes RM	Islamic commercial papers RM	Term loans RM	Lease liabilities RM
Group						
At 1 July 2023	3,393,180	1,000,000	-	-	2,058,405	3,122,831
Drawdown	25,445,877	2,000,000	-	-	-	131,000
Repayment	(22,326,790)	(3,000,000)	-	-	(119,120)	(755,092)
At 30 June 2024	6,512,267	-	-	-	1,939,285	2,498,739
Drawdown	5,173,621	-	103,000,000	10,000,000	1,564,000	10,583,781
Early termination	-	-	-	-	-	(1,863,733)
Repayment	(11,685,888)	-	-	(10,000,000)	(196,679)	(804,563)
At 30 June 2025	-	-	103,000,000	-	3,306,606	10,414,224

D. Cash outflows for leases as a lessee

	Note	2025 RM	Group 2024 RM
Included in net cash (used in)/from operating activities:			
Payment relating to short-term leases	27	903,184	427,725
Included in net cash from financing activities:			
Payment of lease liabilities		804,563	755,092
Payment on interest of lease liabilities		167,995	116,113
		972,558	871,205
		1,875,742	1,298,930

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

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025

1. CORPORATE INFORMATION

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

With effect from 7 April 2025, the registered office of the Company was changed from Unit 30-01, Level 30, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur to Third Floor, No. 77, 79 & 81, Jalan SS21/60, Damansara Utama, 47400 Petaling Jaya, Selangor Darul Ehsan.

With effect from 2 January 2025, the principal place of business of the Company was changed from No. 7, Lorong Teknologi 3/4A, Nouvelle Industrial Park 2, Taman Sains Selangor 1, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan to Level 8, Uptown 1, No.1, Jalan SS21/58, Damansara Uptown, 47400 Petaling Jaya, Selangor Darul Ehsan.

The Company is principally engaged in the business of investment holding. The principal activities of the subsidiaries are set out in Note 6 to the financial statements.

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

2. BASIS OF PREPARATION

(a) Statement of compliance

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

The financial statements of the Group and of the Company have been prepared under the historical cost convention, unless otherwise indicated in the material accounting policy information in the respective notes.

The Group and the Company have consistently applied the accounting policies throughout all periods presented in the financial statements unless otherwise stated.

Adoption of new standards and amendments to MFRSs

The Group and the Company adopted the following amendments to MFRSs issued by the Malaysian Accounting Standards Board ("MASB") during the financial year:

Amendments to MFRS 16	Lease Liability in a Sale and Leaseback
Amendments to MFRS 101	Non-current Liabilities with Covenants
Amendments to MFRS 101	Classification of Liabilities as Current and Non-current
Amendments to MFRS 107 and MFRS 7	Supplier Finance Arrangements

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

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

2. BASIS OF PREPARATION (CONT'D)

(a) Statement of compliance (Cont'd)

Standard issued but not yet effective (Cont'd)

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

		Effective dates for financial periods beginning on or after
Amendments to MFRS 121	Lack of Exchangeability	1 January 2025
Amendments to MFRS 9 and MFRS 7	Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 1	Annual Improvements - Volume 11	1 January 2026
Amendments to MFRS 7		
Amendments to MFRS 9		
Amendments to MFRS 10		
Amendments to MFRS 107	Contracts Referencing Nature - dependent Electricity	1 January 2026
Amendments to MFRS 9 and MFRS 7		
MFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19	Subsidiaries without Public Accountabilities: Disclosures	1 January 2027
Amendments to MFRS 10 and MFRS 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred until further notice

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

The initial applications of the above mentioned MFRSs are not expected to have any significant impacts on the financial statements of the Group and of the Company.

(b) Functional and presentation currency

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

(c) Significant accounting judgements, estimates and assumptions

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

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

2. BASIS OF PREPARATION (CONT'D)

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

Judgements

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

Determining the lease term of contracts with renewal and termination options - Group as lessee

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has several lease contracts that include extension options. The Group applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise the renewal. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew.

The Group includes the renewal period as part of the lease term for leases of office building, motor vehicles and leasehold land with non-cancellable period included as part of the lease term as these are reasonably certain to be exercised because there will be a significant negative effect on operation if to relocate the office building and leasehold land or suitable locations may not readily available. Furthermore, the periods covered by termination options are included as part of the lease term only when they are reasonably certain not to be exercised.

Satisfaction of performance obligations in relation to contracts cost customers

The Group is required to assess each of its contracts with customers to determine whether performance obligations are satisfied over time or at a point in time in order to determine the appropriate method for recognising revenue. This assessment was made based on the terms and conditions of the contracts, and the provisions of relevant laws and regulations.

The Group recognises revenue over time in the following circumstances:

- (a) The customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;
- (b) the Group does not create an asset with an alternative use to the Group and has an enforceable right to payment for performance completed to date; and
- (c) the Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced.

Where the above criteria are not met, revenue is recognised at a point in time. Where revenue is recognised at a point of time, the Group assesses each contract with customers to determine when the performance obligation of the Group under the contract is satisfied.

Classification between investment property and property, plant and equipment

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

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



NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

2. BASIS OF PREPARATION (CONT'D)

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

Judgements (Cont'd)

Classification between investment property and property, plant and equipment (Cont'd)

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

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

Key sources of estimation uncertainty

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

Useful lives of property, plant and equipment, investment property and right-of-use ("ROU") assets

The Group regularly review the estimated useful lives of property, plant and equipment, investment property and ROU assets based on factors such as business plan and strategies, expected level of usage and future technological developments. Future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned above. A reduction in the estimated useful lives of property, plant and equipment, investment property and ROU assets would increase the recorded depreciation and decrease the value of property, plant and equipment, investment property and ROU assets.

Inventories valuation

Inventories are measured at the lower of cost and net realisable value. The Group estimates the net realisable value of inventories based on an assessment of expected selling prices. Demand levels and pricing competition could change from time to time. If such factors result in an adverse effect on the Group's products, the Group might be required to reduce the value of its inventories.

Provision for expected credit loss of financial assets and contract assets at amortised cost

The Group and the Company review the recoverability of its receivables, include trade and other receivables, contract asset, amount due from subsidiaries and amount due from associates at each reporting date to assess whether an impairment loss should be recognised. The impairment provisions for receivables, contract assets, amount due from subsidiaries and amount due from associates are based on assumptions about risk of default and expected loss rates. The Group and the Company use judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group and the Company's past history and existing market conditions at the end of each reporting period.

The Group and the Company use a provision matrix to calculate expected credit loss for trade and other receivables. The provision rates are based on number of days past due.

The provision matrix is initially based on the Group's and the Company's historical observed default rates. The Group and the Company will calibrate the matrix to adjust the historical credit loss experience. At every reporting date, the historical observed default rates are updated and changes in the forwarding-looking estimates are analysed. The assessment of the correlation between historical observed default rates, forecast economic conditions and expected credit loss is a significant estimate.

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

2. BASIS OF PREPARATION (CONT'D)

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

Key sources of estimation uncertainty (Cont'd)

Deferred tax assets

Deferred tax assets are recognised for all unutilised business losses, unabsorbed capital allowances and other deductible temporary differences to the extent that it is probable that taxable profit will be available against which the unutilised business losses, unabsorbed capital allowances and other deductible temporary differences can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies.

Revenue recognition

The Group recognises revenue from engineering, procurement, construction, and commissioning ("EPCC") services by reference to the progress using the input method, determined based on the proportion of costs incurred for work performed to date over the estimated total costs. The total estimated costs are based on approved budgets, which require assessment and judgement to be made on changes in, for example, work scope, changes in costs and costs to completion. In making the judgement, management relies on past experience and the work of specialists.

Discount rate used in leases

Where the interest rate implicit in the lease cannot be readily determined, the Group uses the incremental borrowing rate to measure the lease liabilities. The incremental borrowing rate is the interest rate that the Group would have to pay to borrow over a similar term, the funds necessary to obtain an asset of a similar value to the ROU asset in a similar economic environment. Therefore, the incremental borrowing rate requires estimation, particularly when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Group estimates the incremental borrowing rate using observable inputs when available and is required to make certain entity-specific estimates.

Income taxes

Judgement is involved in determining the provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business.

The Group and the Company recognise liabilities for expected tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

Fair value of financial instruments

Management uses valuation techniques in measuring the fair value of financial instruments where active market quotes are not available. In applying the valuation techniques management makes maximum use of market inputs, and uses estimates and assumptions that are, as far as possible, consistent with observable data that market participants would use in pricing the instrument. Where applicable data is not observable, management uses its best estimate about the assumptions that market participants would make. These estimates may vary from the actual prices that would be achieved in an arm's length transaction at the end of the reporting period.

(d) Material accounting policy information

The material accounting policy information is disclosed in the respective notes to the financial statements where relevant.

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

Group	Leasehold building	Office equipment, furniture and fittings	Motor vehicles	Project equipment	Solar asset	Renovation	Capital work-in-progress	Total
	RM	RM	RM	RM	RM	RM	RM	RM
<b>Cost</b>								
At 1 July 2023	1,211,151	802,234	94,000	95,547	1,170,953	360,744	460,581	4,195,210
Additions	-	59,890	-	-	-	3,000	2,083,925	2,146,815
Transfer from right-of-use assets	-	-	99,500	-	-	-	-	99,500
Transfer to investment property	(1,211,151)	-	-	-	-	-	-	(1,211,151)
Written off	-	(33,451)	-	-	-	-	-	(33,451)
At 30 June 2024	-	828,673	193,500	95,547	1,170,953	363,744	2,544,506	5,196,923
Additions	-	211,695	84,000	-	5,773	62,979	12,470,994	12,835,441
Reclassification	-	-	-	-	3,149,833	-	(3,149,833)	-
At 30 June 2025	-	1,040,368	277,500	95,547	4,326,559	426,723	11,865,667	18,032,364
<b>Accumulated depreciation</b>								
At 1 July 2023	90,836	411,004	62,967	75,640	27,322	165,482	-	833,251
Charge for the financial year	24,223	134,965	7,600	11,391	51,621	57,859	-	287,659
Transfer from right-of-use assets	-	-	99,500	-	-	-	-	99,500
Transfer to investment property	(115,059)	-	-	-	-	-	-	(115,059)
Written off	-	(6,666)	-	-	-	-	-	(6,666)
At 30 June 2024	-	539,303	170,067	87,031	78,943	223,341	-	1,098,685
Charge for the financial year	-	130,116	11,800	4,770	120,781	54,249	-	321,716
At 30 June 2025	-	669,419	181,867	91,801	199,724	277,590	-	1,420,401
<b>Carrying amount</b>								
At 30 June 2024	-	289,370	23,433	8,516	1,092,010	140,403	2,544,506	4,098,238
At 30 June 2025	-	370,949	95,633	3,746	4,126,835	149,133	11,865,667	16,611,963

3. PROPERTY, PLANT AND EQUIPMENT

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

3. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Material accounting policy information

Property, plant and equipment are measured at cost less accumulated depreciation and any impairment losses. Capital work-in-progress consists of solar panels under construction for intended use to generate solar energy for the project.

Depreciation of property, plant and equipment is recognised on straight-line method in order to write off the cost of each asset to its residual value over its estimated useful life. Capital work-in-progress is not depreciated until the assets are ready for its intended use.

The estimated useful lives for the current and comparative periods are as follows:

Leasehold building	2%
Office equipment, furniture and fittings	20%
Motor vehicles	20%
Project equipment	20%
Solar asset	4%
Renovation	20%

4. INVESTMENT PROPERTY

	2025 RM	Group 2024 RM
<b>Leasehold building</b>		
<b>Cost</b>		
At beginning of the financial year	1,211,151	-
Transfer from property, plant and equipment	-	1,211,151
At end of the financial year	1,211,151	1,211,151
<b>Accumulated depreciation</b>		
At beginning of the financial year	115,059	-
Transfer from property, plant and equipment	-	115,059
Charge for the financial year	24,224	-
At end of the financial year	139,283	115,059
<b>Carrying amount</b>		
At 30 June	1,071,868	1,096,092

(a) Investment property under leases

Investment property comprises of leasehold building that is leased to third party. The lease contains a cancellable period of 2 years (2024: 2 years)



NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

4. INVESTMENT PROPERTY (CONT'D)

(b) Income and expenses recognised in profit or loss

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

	Group	
	2025 RM	2024 RM
Rental income	54,000	36,000
Direct operating expenses	6,887	4,348

(c) Assets pledged as securities to financial institutions

The leasehold building of the Group has been pledged to licensed bank as security for banking facilities granted to a subsidiary as disclosed in Note 22 to the financial statements.

(d) The fair value of the investment property of the Group was estimated by the Directors based on the recent transacted prices in the market of properties with similar condition and location. In estimating the fair value of the investment property, the highest and best use of the investment property are its current use. The fair values are within Level 3 of the fair value hierarchy. There was no transfer between levels during the current financial year.

Fair value of the investment property was as follows:

	Group	
	2025 RM	2024 RM
Leasehold building	1,150,574	1,096,092

(e) Material accounting policy information

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

Investment property is depreciated on a straight-line basis to write down the cost of each asset to their residual values over their estimated useful life. The principal annual depreciation rate is:

Leasehold building	2%
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NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

5. RIGHT-OF-USE ASSETS

	Office building RM	Motor vehicles RM	Leasehold land RM	Total RM
<b>Group Cost</b>				
At 1 July 2023	3,463,705	723,846	-	4,187,551
Additions	-	135,290	-	135,290
Transfer to property, plant and equipment	-	(99,500)	-	(99,500)
At 30 June 2024	3,463,705	759,636	-	4,223,341
Additions	4,172,044	1,853,548	4,728,736	10,754,328
Early termination of lease contract	(3,463,705)	-	-	(3,463,705)
<b>At 30 June 2025</b>	<b>4,172,044</b>	<b>2,613,184</b>	<b>4,728,736</b>	<b>11,513,964</b>
<b>Accumulated depreciation</b>				
At 1 July 2023	865,926	304,420	-	1,170,346
Charge for the financial year	577,284	143,373	-	720,657
Transfer to property, plant and equipment	-	(99,500)	-	(99,500)
At 30 June 2024	1,443,210	348,293	-	1,791,503
Charge for the financial year	578,367	307,591	144,489	1,030,447
Early termination of lease contract	(1,731,852)	-	-	(1,731,852)
At 30 June 2025	289,725	655,884	144,489	1,090,098
<b>Carrying amount</b>				
At 30 June 2024	2,020,495	411,343	-	2,431,838
<b>At 30 June 2025</b>	<b>3,882,319</b>	<b>1,957,300</b>	<b>4,584,247</b>	<b>10,423,866</b>

(a) Assets pledged as securities to financial institutions

The motor vehicles of the Group are pledged as securities for the related lease liabilities as disclosed in Note 21 to the financial statements.

(b) Material accounting policy information

The Group recognises right-of-use assets at the commencement date of the leases (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less accumulated depreciation and impairment losses and adjusted for any remeasurement of lease liabilities.

Right-of-use assets are depreciated on a straight-line basis over the earlier of their estimated useful lives or the end of the lease term.

The estimated useful lives for the current and comparative periods are as follows:

Office building	Over the lease term
Motor vehicles	20%
Leasehold land	Over the lease term

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

6. INVESTMENT IN SUBSIDIARIES

(a) Investment in subsidiaries

	Company	
	2025 RM	2024 RM
<b>Unquotes shares, at cost</b>		
At beginning of the financial year	18,712,153	18,712,153
Additions	14,134,300	-
At end of the financial year	32,846,453	18,712,153

Details of the subsidiaries are as follows:

Name of companies	Place of business/ Country of incorporation	Effective interest (%)		Principal activities
		2025	2024	
Samaiden Sdn. Bhd. ("SSB")	Malaysia	100	100	EPCC of solar photovoltaic system and power plants and provision of operations and maintenance services.
Samaiden Solutions Sdn. Bhd. ("SCSB") (formerly known as Samaiden Consultancy Sdn. Bhd.)	Malaysia	100	100	Provision of consultancy services in relation to renewable energy.
SC Green Solutions Sdn. Bhd. ("SCGS")	Malaysia	60	60	Dormant.
Samaiden Capital Management Sdn. Bhd. ("SCMSB")	Malaysia	100	100	Lease and investment activities.
Samaiden SG Pte. Ltd. ("SSGPL") <sup>#</sup>	Singapore	100	100	Dormant.
<u>Held through SSB</u>				
Samaiden Energy (Vietnam) Limited Liability Company ("SEVLLC") <sup>^</sup>	Vietnam	100	100	Dormant.
Samaiden Energy (Cambodia) Co., Ltd. ("SECCL")	Cambodia	100	100 <sup>#</sup>	EPCC of solar photovoltaic system.
Legasi Green Energy Sdn. Bhd. ("LGESB")	Malaysia	100	100	Dormant.
Samaiden (Southern) Sdn. Bhd. ("SSSB")	Malaysia	70	-	Dormant.
Samaiden Legasi Timur Sdn. Bhd. ("SLTSB") <sup>*</sup>	Malaysia	100	-	Dormant.
<u>Held through SCMSB</u>				
Samaiden Chudenko Renewables Sdn. Bhd. ("SCRSB")	Malaysia	51	51	Undertake investment in renewable energy assets and/or renewable energy business.

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

6. INVESTMENT IN SUBSIDIARIES (CONT'D)

(a) Investment in subsidiaries (Cont'd)

Details of the subsidiaries are as follows: (Cont'd)

Name of companies	Place of business/ Country of incorporation	Effective interest (%)		Principal activities
		2025	2024	
<u>Held through SCMSB (Cont'd)</u>				
Samaiden Biomass Energy Sdn. Bhd. ("SBME")	Malaysia	100	100	Dormant.
Sumas Energy Sdn. Bhd. ("SUESB")	Malaysia	51	-	Dormant.
Legasi Green Resources Sdn. Bhd. ("LGRSB")*	Malaysia	88	-	Dormant.
Samaiden Biogas Energy Sdn. Bhd. ("SBGE")*	Malaysia	100	-	Dormant.
<u>Held through SSGPL</u>				
PT Samaiden Energy Indonesia ("PTSEI")##	Indonesia	70	-	Dormant.
Samaiden Vietnam Company Limited ("SVCL")*	Vietnam	100	-	Dormant.

<sup>#</sup> Subsidiaries not audited by TGS TW PLT.

<sup>##</sup> Subsidiary audited by member firm of TGS TW PLT.

<sup>\*</sup> Unaudited since the subsidiaries are newly incorporated during the financial year and remained dormant with no significant transactions since the date of their incorporation.

<sup>^</sup> Unaudited since the subsidiary is not required to be audited under local regulations and the subsidiary remained dormant with no significant transactions since the date of its incorporation.

2025

(i) Incorporation of subsidiaries

On 9 August 2024, the Company's direct subsidiary, SSGPL incorporated a 70% owned subsidiary, PTSEI, with cash subscription of USD114,689, equivalent to RM517,403.

On 6 December 2024, the Company's direct subsidiary, SSB incorporated a 70% owned subsidiary, SSSB, with cash subscription of RM700.

On 24 December 2024, the Company's direct subsidiary, SCMSB incorporated a 51% owned subsidiary, SUESB, with cash subscription of RM25,500.

On 31 December 2024, the Company's direct subsidiary, SCMSB incorporated a 88% owned subsidiary, LGRSB, with cash subscription of RM44,000.

On 31 December 2024, the Company's direct subsidiary, SCMSB incorporated a wholly-owned subsidiary, SBGE, with cash subscription of RM1,000.

On 17 January 2025, the Company's direct subsidiary, SSB incorporated a wholly-owned subsidiary, SLTSB, with cash subscription of RM100.

On 6 June 2025, the Company's direct subsidiary, SSGPL incorporated a wholly-owned subsidiary, SVCL.



NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

6. INVESTMENT IN SUBSIDIARIES (CONT'D)

(a) Investment in subsidiaries (Cont'd)

2025 (Cont'd)

(ii) Subscription of additional shares in subsidiaries

On 15 May 2025, the Company subscribed additional 3,734,300 newly issued shares of SCMSB for a total cash consideration of RM3,734,300.

On 30 June 2025, the Company subscribed additional 10,400,000 newly issued shares of SSB for a total cash consideration of RM10,400,000.

2024

(i) Incorporation of subsidiaries

On 6 July 2023, the Company's direct subsidiary, SCMSB incorporated a wholly-owned subsidiary, SBESB, with cash subscription of RM1.

On 12 December 2023, the Company's direct subsidiary, SSB incorporated a wholly-owned subsidiary, LGESB, with cash subscription of RM100.

(ii) Subscription of additional shares in a subsidiary

On 21 July 2023, the Company's direct subsidiary, SCMSB subscribed additional 49,999 newly issued shares of SBESB for a total cash consideration of RM49,999.

(b) Non-controlling interests ("NCl"s)

The summarised financial information of NCl's has not been presented as the NCl's of the subsidiaries are not individually material to the Group.

(c) Material accounting policy information

Investments in subsidiaries are measured in the Company's statement of financial position at cost less any impairment losses.

The Group elects to measure the non-controlling interests in the acquiree at the proportionate share of the acquiree's identifiable net assets at the acquisition date.

7. INVESTMENT IN ASSOCIATES

	Group	
	2025 RM	2024 RM
Unquotes shares, at cost		
At beginning of the financial year	3	3
Addition	600,487	-
	600,490	3
Share of post-acquisition losses	(210,051)	(3)
At end of the financial year	390,439	-

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

7. INVESTMENT IN ASSOCIATES (CONT'D)

Details of the subsidiaries are as follows:

Name of companies	Place of business/ Country of incorporation	Effective interest (%)		Principal activities
		2025	2024	
Bright Winter Sdn. Bhd ("BWSB")*#	Malaysia	30	30	Production of solar power generated electricity.
Samaiden Energy (Sarawak) Sdn. Bhd. ("SESSB")	Malaysia	49	-	Dormant.

\* Associate not audited by TGS TW PLT.

# The associate's financial year end is 31 December. Since the associate did not generate any revenue, the Company has share of net loss based on management account for the financial period ended 30 June 2025.

Summary of financial information of the associates are as follows:

	BWSB RM	SESSB RM
Group 2025		
Summary of financial position as at 30 June		
Non-current assets	93,092,252	-
Current assets	965,649	10,000
Non-current liabilities	(21,346,470)	-
Current liabilities	(71,761,724)	(30,974)
Net assets/(liabilities)	949,707	(20,974)

Summary of financial performance for the  
financial period ended 30 June

Loss for the financial period	(698,525)	(21,974)
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2024

Summary of financial position as at 30 June

Non-current assets	22,277	-
Current assets	1,933	-
Current liabilities	(26,793)	-
Net liabilities	(2,583)	-

Summary of financial performance for the  
financial period ended 30 June

Loss for the financial period	(2,593)	-
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In the current financial year, the Group has not recognised losses relating to SESSB, where its share of losses exceeded the Group's interest in the associate. The Group's cumulative share of unrecognised losses at the end of the reporting period was RM10,277, which is part of the share of the current financial year's losses amounting to RM490. The Group has no obligations in respect of these losses.

In prior financial year, the Group has not recognised losses relating to BWSB, where its share of losses exceeded the Group's interest in the associate. The Group's cumulative share of unrecognised losses at the end of the reporting period was RM772, which is part of the share of the prior financial year's losses amounting to RM772. The Group has no obligations in respect of these losses.

The associates have no contingent liabilities and capital commitment as at the reporting date.

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

7. INVESTMENT IN ASSOCIATES (CONT'D)

Material accounting policy information

Investments in associates are measured in the Group’s statement of financial position at cost less any impairment losses.

8. OTHER INVESTMENT

	Group	
	2025 RM	2024 RM
<b>Unquoted shares, at FVTOCI</b>		
At beginning of the financial year	-	-
Addition	50	-
At end of the financial year	50	-

Other investment stated at fair value are analysed into level 3 fair value measurements. Management concludes that it was not practicable to estimate the fair value of investment in unquoted shares due to the lack of comparable quoted prices in an active market and the fair value cannot be reliably measured.

9. DEFERRED TAX ASSETS/(LIABILITIES)

	Group	
	2025 RM	2024 RM
At beginning of the financial year	206,500	263,000
Recognised in profit or loss	333,869	(56,500)
At end of the financial year	540,369	206,500

The net deferred tax assets/(liabilities) shown on the statements of financial position after appropriate offsetting are as follows:

	Group	
	2025 RM	2024 RM
Deferred tax assets	661,700	258,000
Deferred tax liabilities	(121,331)	(51,500)
	540,369	206,500

The balance of deferred tax assets/(liabilities) are made up of tax effect on temporary differences arising from:

	Group	
	2025 RM	2024 RM
Property, plant and equipment	(604,331)	(239,500)
Provision	721,000	354,000
Unabsorbed business losses	5,700	-
Unutilised capital allowances	418,000	92,000
	540,369	206,500

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

9. DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

In accordance with the provisions of the Finance Act 2021, the unabsorbed business losses are available for utilisation in the next ten consecutive years from when it was incurred, for which, any excess at the end of the tenth consecutive year, shall be disregarded. The other temporary differences do not expire under current tax legislation.

The unutilised capital allowances do not expire under current tax legislation of Malaysia. Unabsorbed business losses will expire at the following year of assessment (“YA”):

	Group	
	2025 RM	2024 RM
YA 2035	23,903	-

Material accounting policy information

The amount of deferred tax recognised is measured based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, using tax rate enacted or substantively at the reporting date. Determined tax assets and liabilities are not discounted.

10. INVENTORIES

	Group	
	2025 RM	2024 RM
Project materials	282,236	422,442
<b>Recognised in profit or loss</b>		
Inventories recognised as cost of sales	125,971,691	120,949,222

Material accounting policy information

Inventories are stated at the lower of cost and net realisable value. Project materials are stated using weighted average cost method.

11. TRADE RECEIVABLES

	Group	
	2025 RM	2024 RM
Trade receivables	247,318,345	47,092,473
Retention sum	2,675,429	1,407,564
	249,993,774	48,500,037
Less: Allowance for ECLs	(7,173,034)	(1,407,604)
	242,820,740	47,092,433

Trade receivables are non-interest bearing and are generally from cash term to 180 days (2024: 7 to 60 days). They are recognised at their original invoice amounts which represent their fair values on initial recognition.



NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

11. TRADE RECEIVABLES (CONT'D)

The movement in allowance for ECLs of trade receivables is as follows:

	Group	
	2025 RM	2024 RM
At beginning of the financial year	1,407,604	1,016,836
Addition during the financial year	5,765,430	390,768
At end of the financial year	7,173,034	1,407,604

The loss allowance account in respect of trade receivables is used to record loss allowance unless the Group is satisfied that recovery of the amount is possible, the amount considered irrecoverable is written off against the receivables directly.

The following table provide information about the exposure to credit risk and allowance for ECLs for trade receivables:

	Gross amount RM	ECLs RM	Net amount RM
<b>Group</b>			
<b>2025</b>			
Not past due	226,941,206	(2,721,672)	224,219,534
Past due:			
Less than 30 days	598,017	(8,138)	589,879
31 to 60 days	622,877	(9,817)	613,060
61 to 90 days	305,920	(6,659)	299,261
More than 90 days	21,525,754	(4,426,748)	17,099,006
	249,993,774	(7,173,034)	242,820,740
<b>2024</b>			
Not past due	27,265,538	(138,271)	27,127,267
Past due:			
Less than 30 days	1,089,202	(8,043)	1,081,159
31 to 60 days	2,800,691	(33,446)	2,767,245
61 to 90 days	363,122	(6,026)	357,096
More than 90 days	16,981,484	(1,221,818)	15,759,666
	48,500,037	(1,407,604)	47,092,433

The foreign currency exposure profile of trade receivables are as follows:

	Group	
	2025 RM	2024 RM
United States Dollar ("USD")	264,906	-

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

12. OTHER RECEIVABLES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Advanced to suppliers	8,394,068	7,228,636	-	-
Less: Allowance for ECLs	(1,259,189)	(808,712)	-	-
	7,134,879	6,419,924	-	-
Non-trade receivables	7,387,019	-	-	-
Deposits	11,939,757	454,459	201,500	1,500
Prepayments	97,146	150,852	-	-
	26,558,801	7,025,235	201,500	1,500

The advanced to suppliers are unsecured and non-interest bearing. The amount due will be offset against future purchases from the suppliers.

Included in deposits is an amount of RM1,371,500 (2024: RMNil) earnest deposit related to the acquisition of 2 pieces of land prior to the execution of the sales and purchase agreement.

Included in deposits is an amount of RM8,000,000 (2024: RMNil), representing a works deposit paid to an associate in relation to the EPCC contract for the development of a largescale solar photovoltaic plant.

The loss allowance account in respect of other receivables is used to record loss allowance unless the Group is satisfied that recovery of the amount is possible, the amount considered irrecoverable is written off against the receivables directly.

The movement in allowance for ECLs of other receivables is as follows:

	Group	
	2025 RM	2024 RM
At beginning of the financial year	808,712	-
Addition during the financial year	450,477	808,712
At end of the financial year	1,259,189	808,712

The foreign currency exposure profile of other receivables are as follows:

	Group	
	2025 RM	2024 RM
USD	-	1,055,585

13. CONTRACT ASSETS/(LIABILITIES)

	Group	
	2025 RM	2024 RM
<u>Contract assets</u>		
EPCC contracts (a)	1,461,170	12,553,265
<u>Contract liabilities</u>		
EPCC contracts (a)	97,966,493	18,824,325

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

13. CONTRACT ASSETS/(LIABILITIES) (CONT'D)

(a) EPCC contracts

	Group	
	2025 RM	2024 RM
At beginning of the financial year	(6,271,060)	25,920,434
Revenue recognised in profit or loss	348,183,153	224,635,554
Less: Progress billings	(438,348,722)	(256,758,354)
Less: Allowance for ECLs	(68,694)	(68,694)
At end of the financial year	(96,505,323)	(6,271,060)
Represent by:		
Contract assets	1,461,170	12,553,265
Contract liabilities	(97,966,493)	(18,824,325)
	(96,505,323)	(6,271,060)

The contract assets primarily relate to the Group’s right to consideration for work completed on contracts but not yet billed as at the reporting date. This balance will be invoiced progressively upon the acceptance of completed works by customers.

The contract liabilities primarily relate to advanced considerations received/receivable from few customers. The amount will be recognised as revenue when the performance obligations are satisfied of which the revenue will be recognised.

The loss allowance account in respect of contract assets is used to record loss allowance unless the Group is satisfied that recovery of the amount is possible, the amount considered irrecoverable is written off against the receivables directly.

The movement in allowance for ECLs of contract assets is as follows:

	Group	
	2025 RM	2024 RM
At beginning of the financial year	68,694	130,530
Reversal	-	(61,836)
At end of the financial year	68,694	68,694

The following table provide information about the exposure to credit risk and allowance for ECLs for contract assets as the Group is expected to have similar risk nature with trade receivables:

	Gross amount RM	ECLs RM	Net amount RM
Group			
2025			
Not past due	1,529,864	(68,694)	1,461,170
2024			
Not past due	12,621,959	(68,694)	12,553,265

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

13. CONTRACT ASSETS/(LIABILITIES) (CONT'D)

As at the reporting date, revenue expected to be recognised in the future relating to performance obligations that are unsatisfied (or partially unsatisfied) are as follow:

	Group	
	2025 RM	2024 RM
Within 1 year	234,331,208	177,326,535
Between 1 and 2 years	49,836,600	136,194,592
	284,167,808	313,521,127

14. AMOUNT DUE FROM/(TO) SUBSIDIARIES

Amount due from/(to) subsidiaries is non-trade in nature, unsecured, non-interest bearing and repayable on demand, except for an amount due from a subsidiary of RM49,125,000 (2024: RMNil) bearing interest of 5% (2024: Nil) per annum.

15. AMOUNT DUE FROM ASSOCIATES

	Group	
	2025 RM	2024 RM
Trade related	57,307,294	-
Non-trade related	676,079	2,500
	57,983,373	2,500

The trade amounts are unsecured, non-interest bearing and having a credit term of 30 days (2024: Nil). Whereas the non-trade amounts are unsecured, non-interest bearing and repayable on demand.

16. SHORT-TERM INVESTMENTS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Money market fund	141,433,476	89,924,445	115,386,162	58,129,587
Sukuk fund	5,781,673	5,518,032	5,781,673	5,518,032
	147,215,149	95,442,477	121,167,835	63,647,619

The weighted average effective interest rates of short-term investments of the Group and of the Company at the end of the reporting period were 1.54% (2024: 1.51%) and 1.17% (2024: 1.67%) per annum respectively.

17. DEPOSITS WITH LICENSED BANKS

The interest rates of deposits with licensed banks of the Group ranged from 2.95% to 3.25% (2024: 1.65% to 3.10%) per annum. The maturity period of deposits with licensed banks are 12 to 24 months (2024: 1 to 24 months).

All the deposits with licensed banks of the Group are pledged to licensed banks as securities for credit facilities granted to a subsidiary as disclosed in Note 22 to the financial statements.



NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

18. CASH AND BANK BALANCES

The foreign currency exposure profile of bank balances are as follows:

	Group	
	2025 RM	2024 RM
USD	1,170,029	3,555,637
Singapore Dollar ("SGD")	-	408,944
Chinese Yuan Renminbi ("CNY")	2,834	3,143
Indonesian Rupiah ("IDR")	353,296	-

19. SHARE CAPITAL

	Group and Company			
	Number of ordinary shares		Amount	
	2025 Unit	2024 Unit	2025 RM	2024 RM
<b>Issued and fully paid up</b>				
At beginning of the financial year	418,525,154	387,389,942	85,029,043	62,611,690
Issuance of shares:				
- Exercise of warrants	29,273,766	31,135,212	21,077,113	22,417,353
- Exercise of share options	440,000	-	485,899	-
At end of the financial year	448,238,920	418,525,154	106,592,055	85,029,043

During the financial year, the Company increased its issued and fully paid up ordinary shares from RM85,029,043 to RM106,592,055 (2024: from RM62,611,690 to RM85,029,043) pursuant to:

- (a) the issuance of 29,273,766 (2024: 31,135,212) new ordinary shares from the exercise of warrants 2021/2026 at the exercise price of RM0.72 per warrant for total consideration of RM21,077,113 (2024: RM22,417,353); and
- (b) the issuance of 440,000 (2024: Nil) new ordinary shares from the exercise of options under the Company's Share Issuance Scheme ("SIS") at the exercise price of RM0.95 per option for a total consideration of RM418,000. Accordingly, RM67,899 from the SIS reserve was reclassified to share capital upon the exercise of these options.

The new ordinary shares issued during the financial year shall rank pari passu in all respects with the existing ordinary shares of the Company.

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 regards to the Company's residual assets.

20. RESERVES

- (a) Merger deficit

The merger deficit arises from the difference between the carrying value of the investment in subsidiaries and the nominal value of shares of the Company's subsidiaries upon consolidation under the merger accounting principle.

- (b) Foreign currency translation reserve

The foreign currency translation reserve is in respect of foreign exchange differences on translation of the financial statements of the Group's foreign subsidiaries.

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

20. RESERVES (CONT'D)

- (c) Share issuance scheme reserve

On 27 May 2021, the shareholders of the Company had approved the establishment of a SIS of up to 10% of the total number of issued shares of the Company (excluding treasury shares) for eligible Directors and employees of the Company and its subsidiaries. The SIS was implemented by the Company on 1 October 2021.

The Company had on 23 October 2024 offered a total of 41,800,000 SIS Options to the eligible Directors and employees of the Company and its subsidiaries ("the Group"), to which 8,360,000 SIS Options had been offered to the Group Managing Director and Executive Director of the Company, respectively. No SIS Options had been offered to the Non-Executive Directors of the Company.

The salient features of SIS are as follows:

- (a) The total number of shares to be offered under SIS shall not exceed 15% of the issued and paid-up share capital of the Company at any point in time during the existence of the SIS; and
- (b) Only eligible Executive Directors and employees of the Company and of the Group will be eligible to participate in the SIS; and
- (c) The option price for each ordinary share shall be at a discount of not more than 10% of the 5-day weighted average market price of the shares, as quoted on Bursa Malaysia Securities Berhad ("Bursa") immediately preceding the date of offer; and
- (d) The options granted do not confer any dividend or other distribution declared to the shareholders as at a date precedes the date of exercise of the option.

Movement of share options

The options offered for the subscription of unissued ordinary shares, the exercise price and the number of share options exercisable as at end of the reporting period are as follows:

	Exercise price RM	Date of offer	Number of share options over ordinary shares				Exercisable at 30.6.2025
			At 1.7.2024	Granted	Exercised	At 30.6.2025	
Tranche 1	0.95	23.10.2024	-	4,279,800	(440,000)	3,839,800	3,839,800

The remaining contractual life and expiry date for these options are as follows:

	Tranche 1
Group/Company	
Remaining contractual life	0.34 years
Exercise price	RM0.95
Exercisable date	1 November 2024
Expiry date	31 October 2025

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

20. RESERVES (CONT'D)

(c) Share issuance scheme reserve (Cont'd)

The following table lists the inputs to the option pricing models as follows:

	Tranche 1
Group/Company	
Dividend yield	-
Expected volatility	23.47%
Risk free interest rate (per annum)	3.17%
Expected life of option	1 year

The expected life of the options is based on the SIS duration and is not necessarily indicative of exercise patterns that may occur. The expected volatility reflects the assumption that the historical volatility over a period similar to the life of the options is indicative of future trends.

21. LEASE LIABILITIES

	Group
	2025 RM 2024 RM
Non-current	9,312,174 1,771,992
Current	1,102,050 726,747
	10,414,224 2,498,739

The maturity analysis of lease liabilities at the end of the reporting period:

	Group
	2025 RM 2024 RM
Within 1 year	1,575,618 817,344
Between 1 to 5 years	5,858,277 1,870,595
More than 5 years	7,950,521 -
	15,384,416 2,687,939
Less: Future finance charges	(4,970,192) (189,200)
Present value of lease liabilities	10,414,224 2,498,739

The Group leases office building, motor vehicles and leasehold land. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

Materiality accounting policy information

(i) Lease and non-lease component

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

(ii) Recognition exemption

All leases are accounted for by recognising right-of-use assets and lease liabilities except for:

- (a) Lease of low value assets; and
- (b) Lease with a duration of twelve (12) months or less.

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

22. BORROWINGS

	Group	Company
	2025 RM 2024 RM	2025 RM 2024 RM
Secured		
Term loans	3,306,606 1,939,285	- -
Bankers' acceptances	- 6,512,267	- -
Bank overdraft	413,087 -	- -
	3,719,693 8,451,552	- -
Unsecured		
Islamic medium term notes	103,000,000 -	103,000,000 -
	106,719,693 8,451,552	103,000,000 -
Non-current		
Term loans	3,066,413 1,816,337	- -
Current		
Term loans	240,193 122,948	- -
Bankers' acceptances	- 6,512,267	- -
Bank overdraft	413,087 -	- -
Islamic medium term notes	103,000,000 -	103,000,000 -
	103,653,280 6,635,215	103,000,000 -
	106,719,693 8,451,552	103,000,000 -

The borrowings are secured by the following:

- (i) Joint and several guarantee by certain Directors of the Company; and
- (ii) First party legal charge over the Group's leasehold building as disclosed in Note 4 to the financial statements; and
- (iii) Deposits pledged with licensed banks as disclosed in Note 17 to the financial statements; and
- (iv) Corporate guarantee of the Company.

The repayment terms of the loans and borrowings of the Group and of the Company are as follows:

- (i) Term loans are repayable by ranging from 180 to 240 (2024: 120 to 240) monthly instalments.
- (ii) Bankers' acceptances are repayable within Nil (2024: 58 to 60) days.
- (iii) Bank overdraft facility is repayable on demand.
- (iv) Islamic medium term notes are repayable within 12 months.

The weighted average effective interest rates per annum at the end of the reporting period for borrowings, were as follows:

	Group	Company
	2025 % 2024 %	2025 % 2024 %
Term loans	3.99 - 5.70 4.60 - 7.94	- -
Bankers' acceptances	- 3.64 - 7.65	- -
Bank overdraft	6.76 -	- -
Islamic medium term notes	4.23 - 4.40 -	4.23 - 4.40 -



NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

23. TRADE PAYABLES

	2025 RM	Group 2024 RM
Trade payables	168,578,726	32,106,267
Retention sum	13,416,923	7,751,413
	181,995,649	39,857,680

The normal trade credit terms granted to the Group ranged from cash term to 90 days (2024: cash term to 90 days) depending on the term of the contracts.

The foreign currency exposure profile of trade payables are as follows:

	2025 RM	Group 2024 RM
USD	25,240,928	203,277
CNY	6,654,853	-

24. OTHER PAYABLES

	2025 RM	Group 2024 RM	Company 2025 RM	2024 RM
Non-trade payables	324,610	252,882	9,200	91,377
Accruals	2,678,023	63,442	1,044,111	38,000
Deposit received	94,804	33,909	-	-
Sales and service tax payable	23,188	23,042	-	-
Value-added tax payable	56,308	126,294	-	-
	3,176,933	499,569	1,053,311	129,377

Non-trade payables are unsecured, non-interest bearing and repayable on demand.

Included in non-trade payables is an amount of RM18,488 (2024: RMNil) due to directors of subsidiaries.

The foreign currency exposure profile of other payables are as follows:

	2025 RM	Group 2024 RM
USD	38,921	126,294
IDR	73,231	-
Euro Dollar ("EUR")	10,059	-

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

25. REVENUE

	2025 RM	Group 2024 RM
<b>Revenue from contracts with customers:</b>		
EPCC services	348,183,153	224,635,554
Solar photovoltaic investment	705,145	315,745
Other services	4,581,921	2,240,625
	353,470,219	227,191,924
<b>Timing of revenue recognition:</b>		
Over time	353,470,219	227,191,924
<b>Geographical market:</b>		
Malaysia	349,651,888	225,505,632
Cambodia	2,907,890	1,256,264
Singapore	910,441	430,028
	353,470,219	227,191,924

EPCC services

Revenue from EPCC services related to solar photovoltaic systems and power plants is recognised over time in the period in which the services are rendered using the input method, determined based on the proportion of costs incurred for work performed to date over the estimated total costs.

Transaction price is computed based on the price specified in the contract and adjusted for any variable consideration such as incentives and penalties. Past experience is used to estimate and provide for the variable consideration, using expected value method and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur.

A receivable is recognised when the services are rendered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due. If the services rendered exceed the payment received, a contract asset is recognised. If the payments exceed the services rendered, a contract liability is recognised.

Solar photovoltaic investment

Revenue from sale of electricity is recognised over time as customers simultaneously received and consumed the benefits provided by the Group's performance when electricity is delivered based on contractual terms stipulated in respective agreement with customers.

The revenue recognised is the amount to which the Group have a right to invoice as it corresponds directly with the value to the customer of the Group's performance that is completed to date.

Renders of services

Revenue from services is recognised in the reporting period in which the services are rendered, which simultaneously received and consumes the benefits provided by the Group, and the Group has a present right to payment for the services.

## NOTES TO THE FINANCIAL STATEMENTS

### 30 JUNE 2025 (CONT'D)

#### 26. FINANCE COSTS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Lease liabilities interest	167,995	116,113	-	-
Term loans interest	168,355	104,971	-	-
Bankers' acceptances interest	32,581	238,196	-	-
Islamic medium term notes interest	1,045,430	-	1,045,430	-
Islamic commercial papers interest	190,192	-	190,192	-
Bank overdraft interest	384	-	-	-
Other bank facilities charges	1,584,531	1,146,555	-	-
	3,189,468	1,605,835	1,235,622	-

#### 27. PROFIT BEFORE TAX

Profit before tax is determined after charging/(crediting) amongst others, the following items:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Auditors' remuneration:				
- Audit fee	141,000	105,000	38,000	32,000
- Audit fee (Other auditor)	21,032	-	-	-
- Non-audit fee	5,000	5,000	5,000	5,000
Allowance for expected credit losses on:				
- Other receivables	450,477	808,712	-	-
- Trade receivables	5,765,430	390,768	-	-
Depreciation of:				
- Investment property	24,224	-	-	-
- Property, plant and equipment	321,716	287,659	-	-
- Right-of-use assets	1,030,447	720,657	-	-
Dividend income	-	-	(5,700,000)	(4,000,000)
Fair value gain on short-term investments	(3,434,559)	(1,869,169)	(2,584,574)	(1,244,986)
Gain on early termination of lease contracts	(131,880)	-	-	-
Interest income:				
- Bank	(345,467)	(537,636)	(44,708)	(54,344)
- Fixed deposit	(142,459)	(95,184)	-	-
- Short-term investments	(898,112)	(1,138,347)	(545,641)	(734,217)
- Subsidiaries	-	-	(285,545)	-
Lease expenses relating to:				
- Short-term leases (a)	903,184	427,725	-	-
Loss/(Gain) on foreign exchange:				
- Realised	(1,125,659)	1,522,615	-	-
- Unrealised	1,400,472	(131,737)	-	-
Property, plant and equipment written off	-	26,785	-	-
Rental income	(54,000)	(36,000)	-	-
Reversal of allowance for expected credit losses:				
- Contract assets	-	(61,836)	-	-
Share options expenses	660,445	-	660,445	-
Written off of LAD payables not longer required	(621,990)	-	-	-

- (a) The Group leases a number of properties and equipment with contract terms of not more than one year. These leases are short-term leases. The Group has elected not to recognise right-of-use assets and lease liabilities for the leases.

## NOTES TO THE FINANCIAL STATEMENTS

### 30 JUNE 2025 (CONT'D)

#### 28. TAX EXPENSES/(INCOME)

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Current tax</b>				
Current financial year provision	6,782,726	5,716,550	80,000	182,387
Under/(Over) provision in prior financial year	43,135	67,150	(167,273)	8,207
	6,825,861	5,783,700	(87,273)	190,594
<b>Deferred tax</b>				
Origination and reversal of temporary differences	(40,169)	(53,560)	-	-
(Over)/Under provision in prior financial year	(293,700)	110,060	-	-
	(333,869)	5 6,500	-	-
<b>Total tax expenses</b>	<b>6,491,992</b>	<b>5,840,200</b>	<b>(87,273)</b>	<b>190,594</b>

A reconciliation of income tax expenses applicable to profit before tax at the statutory tax rate to income tax expenses at the effective income tax of the Group and of the Company are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit before tax	26,568,135	21,950,209	6,332,307	4,759,945
At Malaysian statutory tax rate of 24% (2024: 24%)	6,376,352	5,268,050	1,519,754	1,142,387
Expenses not deductible for tax purposes	1,355,234	914,163	599,545	350,431
Income not subject to tax	(989,029)	(531,295)	(2,039,299)	(1,310,431)
Under/(Over) provision of current tax in prior financial year	43,135	67,150	(167,273)	8,207
(Over)/Under provision of deferred tax in prior financial year	(293,700)	110,060	-	-
Movement of deferred tax asset not recognised	-	12,072	-	-
	6,491,992	5,840,200	(87,273)	190,594

#### Unrecognised deferred tax asset

Deferred tax asset has not been recognised in respect of the following item (gross amount) due to their uncertainty of their recoverability:

	Group	
	2025 RM	2024 RM
Unutilised business losses		
YA 2034	-	48,857



NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

29. EARNINGS PER SHARE

(a) Basic earnings per share

The basic earnings per share is calculated based on the consolidated profit for the financial year attributable to owners of the Company and the weighted average number of ordinary shares in issue during the financial year as follows:

	Group	
	2025 RM	2024 RM
Profit attributable to owners of Company	20,211,539	16,117,663
Weighted average number of ordinary shares (unit)	425,190,119	410,152,948
Basic earnings per ordinary share (sen)	4.75	3.93

(b) Diluted earnings per share

The diluted earnings per share have been calculated based on the adjusted consolidated earnings for the financial year attributable to the owners of the Company and the weighted average number of ordinary shares in issue during the financial year have been adjusted for the dilutive effects all potential ordinary shares as follows:

	Group	
	2025 RM	2024 RM
Profit attributable to owners of Company	20,211,539	16,117,663
Weighted average number of ordinary share (unit)	425,190,119	410,152,948
Effect of warrants	40,656,299	58,802,319
Effect of share options	3,325,598	-
Weighted average number of ordinary share in issue (units)(diluted)	469,172,016	468,955,267
Diluted earnings per ordinary share (sen)	4.31	3.44

The effects of dilutive potential ordinary shares have been arrived at based on the assumption that share options are exercised and the ordinary shares are issued on outstanding warrants at assumed proceeds, which is the difference between average share price for the financial year and their respective exercise prices.

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

30. DIVIDENDS

	Group and Company	
	2025 RM	2024 RM
Dividend recognised as distribution to owners of the Company:		
First interim single-tier dividend of RM0.005 per ordinary share in respect of the financial year ended 30 June 2023, declared on 30 August 2023 and paid on 16 October 2023	-	2,036,610
First interim single-tier dividend of RM0.007 per ordinary share in respect of the financial year ended 30 June 2024, declared on 29 August 2024 and paid on 25 October 2024	2,930,372	-
First interim single-tier dividend of RM0.015 per ordinary share in respect of the financial year ended 30 June 2025, declared on 29 November 2024 and paid on 31 December 2024	6,279,371	-
	9,209,743	2,036,610

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

31. STAFF COSTS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Directors' fee	222,000	202,137	222,000	202,137
Salaries, wages and other emoluments	10,223,618	8,578,373	12,000	-
Defined contribution plans	1,216,550	1,024,025	-	-
Social security contribution	119,654	92,148	-	-
Other benefits	471,578	270,267	-	-
Share options expenses	660,445	-	660,445	-
	12,913,845	10,166,950	894,445	202,137

Included in staff costs is aggregate amount of remuneration received and receivable by the Directors and other key management personnel of the Group and of the Company during the financial year as below:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Directors of the Group and of the Company</b>				
Directors' fee	222,000	202,137	222,000	202,137
Salaries and other emoluments	1,377,000	1,196,730	12,000	-
Defined contribution plans	163,800	143,608	-	-
Social security contribution	2,668	2,080	-	-
Share options expenses	258,018	-	258,018	-
	2,023,486	1,544,555	492,018	202,137

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

31. STAFF COSTS (CONT'D)

Included in staff costs is aggregate amount of remuneration received and receivable by the Directors and other key management personnel of the Group and of the Company during the financial year as below: (Cont'd)

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Other key management personnel</b>				
Salaries and other emoluments	584,035	1,039,962	-	-
Defined contribution plans	70,085	118,171	-	-
Social security contribution	2,668	4,246	-	-
Share options expenses	22,862	-	22,862	-
	679,650	1,162,379	22,862	-

32. RELATED PARTY DISCLOSURE

(a) Identifying related parties

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

Related parties also include key management personnel defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group and of the Company either directly or indirectly. The key management personnel comprise the Directors and management personnel of the Group and of the Company, having authority and responsibility for planning, directing and controlling the activities of the Group and of the Company directly or indirectly.

(b) Significant related party transactions

Related party transactions have been entered into the normal course of business under negotiated terms. In addition to the related party balances disclosed elsewhere in the financial statements, the significant related party transactions of the Group and of the Company are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Transaction with an associate</b>				
- Revenue from EPCC	67,172,530	-	-	-
<b>Transaction with companies in which Directors have interests</b>				
- Revenue from EPCC	57,871,128	-	-	-
<b>Transaction with subsidiaries</b>				
- Dividend income	-	-	5,700,000	4,000,000

(c) Remuneration of key management personnel

Remuneration of Directors and key management personnel are disclosed in Note 31 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

33. SEGMENT INFORMATION

Information about operating segments has not been reported separately as the Group's revenue, profit or loss, assets and liabilities are mainly confined to a single operating segment, namely the provision of services related to renewable energy and environmental sector in Malaysia.

Major customers

The following are major customers with revenue equal or more than 10% of the Group's total revenue:

	2025 RM	Group 2024 RM
- Customer A	-	27,920,091
- Customer B	-	144,486,266
- Customer C	53,703,983	-
- Customer D	67,172,530	-
- Customer E	93,079,300	-
	213,955,813	172,406,357

34. CAPITAL COMMITMENT

	2025 RM	Group 2024 RM
<b>Capital expenditure</b>		
Authorised and contracted for:		
- Property, plant and equipment	44,135,000	1,701,500

35. CONTINGENT LIABILITIES

	2025 RM	Group 2024 RM
<u>Secured</u>		
Performance guarantee for contracts in favour of existing customers	70,748,839	38,002,509
Corporate guarantee for letter of credits issued in favour of existing suppliers	37,020,433	6,512,267
	107,769,272	44,514,776
<u>Unsecured</u>		
Financial guarantee contracts in relation to corporate guarantee given to subsidiaries (utilised amount)	109,593,922	54,425,190



NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

36. FINANCIAL INSTRUMENTS

(a) Categories of financial instruments

Financial assets and financial liabilities are measured on an ongoing basis either at fair value or at amortised cost.

The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Financial assets</b>				
<u>At FVTOCI</u>				
Other investment	50	-	-	-
<u>At FVTPL</u>				
Short-term investments	147,215,149	95,442,477	121,167,835	63,647,619
	147,215,199	95,442,477	121,167,835	63,647,619
<u>At amortised cost</u>				
Trade receivables	242,820,740	47,092,433	-	-
Other receivables	19,326,776	454,459	201,500	1,500
Amount due from subsidiaries	-	-	51,545,575	4,051,911
Amount due from associates	57,983,373	2,500	-	-
Deposits with licensed banks	29,725,971	5,297,925	-	-
Cash and bank balances	35,693,486	31,489,753	6,565,468	1,885,392
	385,550,346	84,337,070	58,312,543	5,938,803
	532,765,545	179,779,547	179,480,378	69,586,422
<b>Financial liabilities</b>				
<u>At amortised cost</u>				
Trade payables	181,995,649	39,857,680	-	-
Other payables	3,097,437	350,233	1,053,311	129,377
Amount due to a subsidiary	-	-	850,000	-
Lease liabilities	1,816,911	401,030	-	-
Borrowings	106,719,693	8,451,552	103,000,000	-
	293,629,690	49,060,495	104,903,311	129,377

(b) Financial risk management objectives and policies

The Group's and the Company's financial risk management policy is to ensure that adequate financial resources are available for the development of the Group's and of the Company's operation whilst managing their credit, liquidity and market risks. The Group and the Company operate within clearly defined guidelines that are approved by the Board and the Group's and the Company's policy is not to engage in speculative transactions.

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management objectives and policies (Cont'd)

The following sections provide details regarding the Group's and the Company's exposure to the above-mentioned financial risks and the objectives, policies, and processes for the management of these risks.

(i) Credit risk

Credit risk is the risk of a financial loss to the Group and the Company if a customer or counterparty to a financial instrument fails to meet their contractual obligations. The Group's exposure to credit risk arises principally from the trade and other receivables, amount due from associates, deposits with licensed banks and cash and bank balances. The Company's exposure to credit risk arises principally from the other receivables, amount due from subsidiaries and cash and bank balances. There are no significant changes as compared to previous financial year.

The Group and the Company have adopted a policy of only dealing with creditworthy counterparties. Management has a credit policy in place to control credit risk by dealing with creditworthy counterparties and deposit with banks and financial institutions with good credit rating. The exposure to credit risk is monitored on an ongoing basis and action will be taken for long outstanding debts.

The Company provides unsecured loans and advances to subsidiaries. It also provides financial guarantees to banks for banking facilities granted to certain subsidiary. The Company monitors on an ongoing basis the results of the subsidiaries and repayments made by the subsidiaries.

At each reporting date, the Group and the Company assess whether any of the receivables are credit impaired.

The gross carrying amounts of credit impaired receivables and contract assets are written off (either partial or full) when there is no realistic prospect of recovery. This is generally the case when the Group or the Company determine that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. Nevertheless, receivables and contract assets that are written off could still be subject to enforcement activities.

The carrying amounts of the financial assets recorded on the statements of financial position at the end of the financial year represent the Group's and the Company's maximum exposure to credit risk except for financial guarantees provided to banks and non-financial institutions for banking facilities.

There are no significant changes as compared to previous financial year.

As at the end of the financial year, the Group has 4 (2024: 2) major customers and accounted for approximately 78% (2024: 70%) of the trade receivables outstanding.

Financial guarantee contracts

All of the financial guarantee contracts are considered to be performing, have low risks of default and historically there were no instances where these financial guarantee contracts were called upon by the parties of which the financial guarantee contracts were issued to. Accordingly, no loss allowances were identified based on 12-month expected credit losses.

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management objectives and policies (Cont'd)

(ii) Liquidity risk

Liquidity risk refers to the risk that the Group and the Company will encounter difficulty in meeting its financial obligations as they fall due. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Group's and the Company's funding requirement and liquidity risk are managed with the objective of meeting business obligations on a timely basis. The Group and the Company finance their liquidity through internally generated cash flows and minimises liquidity risk by keeping committed credit lines available.

The following table analyses the remaining contractual maturity for financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay.

	On demand Within 1 year RM	1 to 5 years RM	More than 5 years RM	Total contractual cash flows RM	Total carrying amount RM
<b>Group 2025</b>					
<u>Non-derivative financial liabilities</u>					
Trade payables	181,995,649	-	-	181,995,649	181,995,649
Other payables	3,097,437	-	-	3,097,437	3,097,437
Lease liabilities	1,575,618	5,858,277	7,950,521	15,384,416	10,414,224
Borrowings	103,495,839	1,472,563	8,130,645	113,099,047	106,719,693
	290,164,543	7,330,840	16,081,166	313,576,549	302,227,003
Financial guarantee*	107,769,272	-	-	107,769,272	-
<b>2024</b>					
<u>Non-derivative financial liabilities</u>					
Trade payables	39,857,680	-	-	39,857,680	39,857,680
Other payables	350,233	-	-	350,233	350,233
Lease liabilities	817,344	1,870,595	-	2,687,939	2,498,739
Borrowings	6,736,402	967,093	1,500,036	9,203,531	8,451,552
	47,761,659	2,837,688	1,500,036	52,099,383	51,158,204
Financial guarantee*	44,514,776	-	-	44,514,776	-

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management objectives and policies (Cont'd)

(ii) Liquidity risk (Cont'd)

The following table analyses the remaining contractual maturity for financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay. (Cont'd)

	On demand Within 1 year RM	Total contractual cash flows RM	Total carrying amount RM
<b>Company 2025</b>			
<u>Non-derivative financial liabilities</u>			
Other payables	1,053,311	1,053,311	1,053,311
Amount due to a subsidiary	850,000	850,000	850,000
Borrowings	103,000,000	103,000,000	103,000,000
	104,903,311	104,903,311	104,903,311
Financial guarantee*	109,593,922	109,593,922	-
<b>2024</b>			
<u>Non-derivative financial liabilities</u>			
Other payables	129,377	129,377	129,377
Financial guarantee*	54,425,190	54,425,190	-

\* Based on the maximum amount that can be called for under the financial guarantee contract.

The Company provides unsecured financial guarantee to banks in respect of credit facilities granted to certain subsidiaries and monitors on an ongoing basis the performance of the subsidiaries. At end of the financial year, there was no indication that the subsidiaries would default on repayment.

Financial guarantee has not been recognised since the fair value on initial recognition was deemed not material and the probability of the subsidiaries defaulting on their credit facilities is remote.

(iii) Market risk

(a) Interest rate risk

The Group's and the Company's fixed rate deposits placed with licensed banks and short-term investments are exposed to a risk of change in their fair value due to changes in interest rates.

The Group and the Company manage the interest rate risk of its deposits with licensed financial institutions and short-term investments by placing them at the most competitive interest rates obtainable, which yield better returns than cash at bank and maintaining a prudent mix of short and long-term deposits.

The Group and the Company manage their interest rate risk exposure from interest bearing financial instruments by obtaining financing with the most favourable interest rates in the market. The Group and the Company constantly monitor their interest rate risk by reviewing its debts portfolio to ensure favourable rates are obtained. The Group and the Company do not utilise interest swap contracts or other derivative instruments for trading or speculative purposes.



NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

- (b) Financial risk management objectives and policies (Cont'd)
- (iii) Market risk (Cont'd)
- (a) Interest rate risk (Cont'd)

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

	Group	
	2025 RM	2024 RM
<b>Fixed rate instruments</b>		
<u>Financial assets</u>		
Short-term investments	147,215,149	95,442,477
Deposits with licensed banks	29,725,971	5,297,925
	176,941,120	100,740,402
<u>Financial liabilities</u>		
Lease liabilities	(1,816,911)	(401,030)
Bankers' acceptances	-	(6,512,267)
Islamic medium term notes	(103,000,000)	-
	(104,816,911)	(6,913,297)
	72,124,209	93,827,105
<b>Floating rate instruments</b>		
<u>Financial liabilities</u>		
Term loans	(3,306,606)	(1,939,285)
Bank overdraft	(413,087)	-
	(3,719,693)	(1,939,285)

	Company	
	2025 RM	2024 RM
<b>Fixed rate instruments</b>		
<u>Financial assets</u>		
Short-term investments	121,167,835	63,647,619
Amount due from a subsidiary	49,125,000	-
	170,292,835	63,647,619
<u>Financial liability</u>		
Islamic medium term notes	(103,000,000)	-
	(103,000,000)	-
	67,292,835	63,647,619

Fair value sensitivity analysis for fixed rate instruments

The Group and the Company do not account for any fixed rate financial assets and liabilities at fair value through profit or loss. Therefore, a change in interest rates at the end of the reporting period would not affect profit or loss.

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

- (b) Financial risk management objectives and policies (Cont'd)
- (iii) Market risk (Cont'd)
- (a) Interest rate risk (Cont'd)

Cash flows sensitivity analysis for floating rate instruments

A change in 1% interest rate at the end of the reporting period would have increased/(decreased) the Group's profit before tax by RM37,197 (2024: RM19,393), arising mainly as a result of lower/higher interest expense on floating rate borrowings. This analysis assumed that all other variables remain constant. The assumed movement in basis points for the interest rate sensitivity analysis based on the currently observable market environment.

- (b) Foreign currency risk

The Group is exposed to foreign currency risk on transactions that are denominated in currencies other than the respective functional currencies of the Company. The currencies giving rise to this risk are primarily USD, SGD, CNY, IDR and EUR.

The Group had not entered into any derivative instruments for hedging or trading purposes. Where possible, the Group would apply natural hedging by selling and purchasing in the same currency. However, the exposure to foreign currency risk is monitored from time to time by management.

The carrying amounts of the Group's foreign currency denominated financial assets and financial liabilities at the end of the reporting period are as follows:

	Group	
	2025 RM	2024 RM
<b>USD</b>		
<u>Financial assets</u>		
Trade receivables	264,906	-
Other receivables	-	1,055,585
Bank balances	1,170,029	3,555,637
	1,434,935	4,611,222
<u>Financial liabilities</u>		
Trade payables	(25,240,928)	(203,277)
Other payables	(38,921)	(126,294)
	(25,279,849)	(329,571)
Net financial (liabilities)/assets	(23,844,914)	4,281,651
<b>SGD</b>		
<u>Financial assets</u>		
Bank balances	-	408,944

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

- (b) Financial risk management objectives and policies (Cont'd)
- (iii) Market risk (Cont'd)

- (b) Foreign currency risk (Cont'd)

The carrying amounts of the Group's foreign currency denominated financial assets and financial liabilities at the end of the reporting period are as follows: (Cont'd)

	Group	
	2025 RM	2024 RM
<b>CNY</b>		
<u>Financial assets</u>		
Bank balances	2,834	3,143
<u>Financial liabilities</u>		
Trade payables	(6,654,853)	-
Net financial (liabilities)/assets	(6,652,019)	3,143
<b>IDR</b>		
<u>Financial assets</u>		
Bank balances	353,296	-
<u>Financial liabilities</u>		
Other payables	(73,231)	-
Net financial assets	280,065	-
<b>EUR</b>		
<u>Financial liability</u>		
Other payables	(10,059)	-

Foreign currency sensitivity analysis

Foreign currency risk arises from Group entities which have a RM functional currency. The exposure to currency risk of Group entities which do not have a RM functional currency is not material and hence, sensitivity analysis is not presented.

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

- (b) Financial risk management objectives and policies (Cont'd)
- (iii) Market risk (Cont'd)

- (b) Foreign currency risk (Cont'd)

Foreign currency sensitivity analysis (Cont'd)

The following table demonstrates the sensitivity of the Group's profit before tax to a reasonably possible change in the USD, SGD, CNY, IDR and EUR exchange rates against RM, with all other variables held constant.

	Effect on profit before tax	
	2025 RM	2024 RM
USD/RM - Strengthened 1% (2024: 1%)	( 238,449)	42,817
USD/RM - Weakened 1% (2024: 1%)	238,449	(42,817)
SGD/RM - Strengthened 1% (2024: 1%)	-	4,089
SGD/RM - Weakened 1% (2024: 1%)	-	(4,089)
CNY/RM - Strengthened 1% (2024: 1%)	(66,520)	31
CNY/RM - Weakened 1% (2024: 1%)	66,520	(31)
IDR/RM - Strengthened 1% (2024: 1%)	2,801	-
IDR/RM - Weakened 1% (2024: 1%)	(2,801)	-
EUR/RM - Strengthened 1% (2024: 1%)	(101)	-
EUR/RM - Weakened 1% (2024: 1%)	101	-

- (c) Equity price risk

Equity price risk is the risk that the fair value or future cash flows of the Group's and of the Company's financial instruments will fluctuate because of changes in equity prices (other than interest or exchange rates).

The Group's and the Company's principal exposure to price risk arises mainly from changes in prices of money market fund and sukuk fund. These short-term investments are classified as financial asset at FVTPL.

Equity price risk sensitivity analysis

At the reporting date, if the various investments indices had been increased/decreased by 1%, with all variables held constant, the Group's and the Company's profit/loss before tax would have been RM1,472,151 and RM1,211,678 (2024: RM954,425 and RM636,476) higher/lower, arising as a result of higher/lower fair value gains on investment in equity instrument.



NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

(c) Fair value of financial instruments

The carrying amounts of short-term receivables and payables, cash and cash equivalents and short-term borrowings approximate their fair value due to the relatively short-term nature of these financial instruments and insignificant impact of discounting.

(i) Policy on transfer between levels

The fair value of an asset to be transferred between levels is determined as of the date of the event or change in circumstances that caused the transfer.

There were no transfers between levels during current financial period and previous financial years.

(ii) Level 1 fair value

Level 1 fair value is derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.

(iii) Level 2 fair value

Level 2 fair value is estimated using inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Non-derivative financial instruments

Fair value, which is determined for disclosure purposes, is calculated based on the present value of future principal and interest cash flows, discounted at the market rate of interest at the end of the reporting period.

(iv) Level 3 fair value

Level 3 fair value for the financial assets and liabilities are estimated using unobservable inputs.

The following table summarises the methods used in determining the fair value of financial assets on a recurring basis as at 30 June 2025 and 30 June 2024.

Financial assets	Fair value as at		Fair value hierarchy	Valuation techniques and key inputs
	2025 RM	2024 RM		
<b>Group</b>				
Other investment	50	-	Level 3	Management concludes that it was not practicable to estimate the fair value of investment in unquoted shares due to the lack of comparable quoted prices in an active market and the fair value cannot be reliably measured.
Short-term investments	147,215,149	95,442,477	Level 2	Reference to statements provided by the respective financial institutions.
<b>Company</b>				
Short-term investments	121,167,835	63,647,619	Level 2	Reference to statements provided by the respective financial institutions.

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

37. CAPITAL MANAGEMENT

The Group's and the Company's objective when managing capital are to safeguard the Group's and the Company's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group and the Company may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

The Group and the Company monitor capital using a gearing ratio. The Group's and the Company's policy is to maintain a prudent level of gearing ratio that complies with debt covenants and regulatory requirements. The gearing ratios at end of the reporting period are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Lease liabilities	1,816,911	401,030	-	-
Borrowings	106,719,693	8,451,552	103,000,000	-
Less: Short-term investments	(147,215,149)	(95,442,477)	(121,167,835)	(63,647,619)
Deposits with licensed banks	(29,725,971)	(5,297,925)	-	-
Cash and bank balances	(35,693,486)	(31,489,753)	(6,565,468)	(1,885,392)
Net cash	(104,098,002)	(123,377,573)	(24,733,303)	(65,533,011)
Total equity	167,376,387	134,292,474	107,404,502	88,039,107
Gearing ratio (times)	N/A	N/A	N/A	N/A

N/A - the gearing ratio may not provide a meaningful indicator of the risk of borrowings.

There were no changes in the Group's approach to capital management during the financial year.

38. MATERIAL LITIGATION

Q-Horizon Sdn. Bhd. vs Samaiden Sdn. Bhd. ("SSB")

On 18 October 2021, a sub-contractor, Q-Horizon Sdn. Bhd. ("Plaintiff"), filed a claim against SSB, ("Defendant") for allegedly outstanding sum of RM1,224,131 for work done pursuant to a Progress Claim (Final Claim) dated 6 September 2021.

On 7 June 2022, SSB filed the Defence and Amended Counterclaim disputing the Plaintiff's claim and counterclaimed the sum of RM944,222 for the return of advance payment, cost of third-party contractors, costs of damage to equipment, and upon deducting any monies due or owing to the Plaintiff.

During the case management on 31 January 2023, the court had fixed the first day of trial on 10 February 2023 and had further scheduled additional trial dates on 10 July 2023, 31 July 2023, 1 August 2023, 31 October 2023, 23 November 2023 and 30 November 2023.

The hearing fixed for the decision on 5 June 2024 was converted into a clarification as the judge required some clarifications from the parties. The court further fixed the decision date on 10 July 2024 where the court dismissed the Plaintiff's earlier claims but awarded for a lower sum of RM1,258,509 to be paid by the Defendant and the Defendant's counterclaim of RM1,258,036 was awarded in full. With the set-off effect, the Defendant is required to pay RM513 with interest rate of 5% annually until full and final payment is made.

On the other hand, the Plaintiff filed a Notice of Appeal on 8 August 2024, appealing against part of the decision.

Plaintiff filed the Memorandum of Appeal and Record of Appeal on 12 September 2024. The appeal is scheduled for case management on 22 September 2025 and for hearing on 3 October 2025.

On 3 October 2025, the appeal hearing was stood down by the Court of Appeal due to time constraints. The Court has tentatively fixed the continuation of the appeal on 2 December 2025, with a case management scheduled on 8 October 2025.

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

38. MATERIAL LITIGATION (CONT'D)

SSB vs Ditrollic Sdn. Bhd.

Ditrollic Sdn. Bhd. (“Ditrollic”) appointed SSB as its sub-contractor for Work Packages No.3 (“WP3”) and Work Packages No.4 (“WP4”) of a project. SSB had issued the following payment claims for the project to Ditrollic pursuant to the Construction Industry Payment and Adjudication Act 2012 (“CIPAA”) with details as follows:

Adjudication (CIPAA Claims)			Arbitration
Work Package	Amount of unpaid claim (including costs and interest)	Present Status of CIPAA	Claims by Ditrollic against SSB
WP3 No.3	RM234,683	<p>Ditrollic to serve its Adjudication Response on or before 22 July 2025.</p> <p>Following the Court’s decision to set aside SSB’s claim in relation to Progress Claim No. 13 in the earlier adjudication proceedings (WP3 No.2), SSB has now commenced a fresh adjudication proceeding under CIPAA against Ditrollic.</p> <p>SSB’s new claim pertains to the outstanding sum of RM234,683, being the unpaid portion of the retention sum previously claimed under Progress Claim No. 13.</p> <p>SSB filed the Notice of Adjudication on 20 May 2025.</p> <p>SSB filed the Adjudication Claim on 08 July 2025.</p> <p>DSB served the Adjudication Response on 22 July 2025.</p> <p>SSB filed the Adjudication Reply on 29 July 2025.</p> <p>The due date of the delivery of the adjudication decision is on 3 October 2025 (i.e. 45 working days from the date of Adjudication Reply on 29 July 2025).</p> <p>On 3 October 2025, an Adjudication Decision was issued in favour of SSB in relation to its claim against Ditrollic. The Adjudicator allowed the entirety of SSB’s claim and awarded a total sum of RM281,084, comprising the outstanding progress claim, adjudicator’s fees and expenses, and legal costs. In addition, interest at the rate of 5% per annum was awarded on the outstanding claim amount of RM234,683, calculated from 29 April 2023 to 3 October 2025, and continuing from 17 October 2025 until full and final payment. The awarded sum is to be paid by Ditrollic to SSB on or before 17 October 2025.</p>	<p>Ditrollic claims against Samaiden for the following:</p> <p>(a) Liquidated Damages in the sum of RM2,200,000; and</p> <p>(b) Loss and damages for costs and expenses to purchase and/or replace materials and equipment; Ditrollic’s exercise of step-in rights and third-party contractors as a result of Samaiden’s purported breach of contract in the sum of RM8,173,963; and</p> <p>(c) Demand for the sum of RM1,100,000 being the replacement of performance bond; and</p> <p>(d) Samaiden is to refund Ditrollic the sum as may have been received/ overpaid to Samaiden pursuant to the CIPAA proceedings and/ or other court proceedings and the costs in the said adjudication proceedings; and</p> <p>(e) General damages; and</p> <p>(f) Costs; and</p> <p>(g) Interests; and</p> <p>(h) Further or other sum of relief.</p>

NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

38. MATERIAL LITIGATION (CONT'D)

SSB vs Ditrollic Sdn. Bhd. (Cont'd)

Ditrollic Sdn. Bhd. (“Ditrollic”) appointed SSB as its sub-contractor for Work Packages No.3 (“WP3”) and Work Packages No.4 (“WP4”) of a project. SSB had issued the following payment claims for the project to Ditrollic pursuant to the Construction Industry Payment and Adjudication Act 2012 (“CIPAA”) with details as follows: (Cont'd)

Adjudication (CIPAA Claims)			Arbitration
Work Package	Amount of unpaid claim (including costs and interest)	Present Status of CIPAA	Claims by Ditrollic against SSB
WP4 No.4	RM1,614,331	<p>On 30 June 2025, the Adjudication Decision dated 30 June 2025 was delivered ordering Ditrollic to pay Samaiden the following sum:</p> <p>(a) RM1,614,331 being the adjudicated sum; and</p> <p>(b) Interest at the rate of 5% per annum on the adjudicated sum from 15 April 2024 until full and final payment; and</p> <p>(c) Cost: RM49,250.</p> <p>SSB then served Notice of Winding up under Section 466 to Ditrollic on 14 July 2025.</p> <p>On 1 August 2025, Ditrollic made payment in the sum of RM1,768,181 to SSB pursuant to the Adjudication Decision dated 30 June 2025.</p>	<p>Ditrollic claims against Samaiden for the following:</p> <p>(a) Loss and damages for costs and expenses to purchase and/or replace materials and equipment; Ditrollic’s exercise of step-in rights and third-party contractors as a result of Samaiden’s purported breach of contract in the sum of RM5,827,904; and</p> <p>(b) General Damages; and</p> <p>(c) Costs; and</p> <p>(d) Samaiden is to refund Ditrollic the sum as may have been received/ overpaid to Samaiden pursuant to the CIPAA proceedings and/ or other court proceedings and the costs in the said adjudication proceedings; and</p> <p>(e) Interests; and</p> <p>(f) Further or other sum or reliefs.</p>



NOTES TO THE FINANCIAL STATEMENTS  
30 JUNE 2025 (CONT'D)

38. MATERIAL LITIGATION (CONT'D)

SSB vs AF Centric Sdn. Bhd.

On 28 July 2023, AF Centric Sdn. Bhd. ("AF Centric"), filed a summon claiming a total amount of RM311,472 in respect of Kerian Solar Project and a sum of RM200,875 in respect of LSSPV Johor Project. The Court has fixed a physical case management on 4 August 2025.

During the case management on 4 August 2025, AF Centric's representative was not present in Court when the matter was called up this morning. The Judge has directed that another letter be sent to AF Centric, informing AF Centric to be present in Court for the next case management failing which the Court will proceed to strike out the claim.

In recent case management on 26 August 2025, the Court struck out the AF Centric's claim in the absence of its representative and allowed the SSB's counterclaim with costs of RM5,000. Consequently, with the AF Centric's claim disposed of, SSB is entitled to enforce the balance Judgment sum of RM252,785 that was previously stayed.

The lawyer has received the sealed judgement and issued the letter of demand on 23 September 2025.

SSB vs Jian Gu Engineering Sdn. Bhd.

Jian Gu Engineering Sdn. Bhd. ("Jian Gu"), claims for a retention sum amounted to RM20,447.

SSB filed a Calderbank letter to court on the offer to settle for the amount of RM11,037 only, which represents the retention sum owed.

Jian Gu requested for a case management to get their client's instructions to file interlocutory application. The Court has fixed the case management on 11 August 2025.

During the case management, the Court decided to fix decision of the matter on 26 October 2025.

39. SUBSEQUENT EVENT

On 7 October 2025, the Company's direct subsidiary, SSB incorporated a 70% owned subsidiary, Legasi Suria Selatan Sdn. Bhd. ("LSSSB"), with cash subscription of RM70. The subsidiary remained dormant with no significant transactions since the date of its incorporation.

40. DATE OF AUTHORISATION FOR ISSUE

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors on 13 October 2025.

PROPERTY HELD BY THE GROUP  
AS OF 30 JUNE 2025

Address	Description and existing use	Built-up area	Date of acquisition	Tenure	Approximate age of building	Net Book Value as of 30 June 2025 RM
PN 94193/M1-D/16/297, Lot 65670, Pekan Baru Sungai Buloh, Daerah Petaling, Negeri Selangor Darul Ehsan, bearing postal address of C-15-02, Sunway Nexis, No.1, Jalan PJU 5/1, Kota Damansara, 47810 Petaling Jaya, Selangor	Description:- Office unit on the 15 <sup>th</sup> floor of a corporate office tower  Existing use:- Investment Property	123m <sup>2</sup>	01 November 2019	Leasehold expiring on 23 November 2100 with remaining leasehold period of approximately 75 years	11 years	1,071,868

# ANALYSIS OF SHAREHOLDINGS

## AS AT 30 SEPTEMBER 2025

Total Number of Issued Shares - 464,516,386  
Class of Shares - Ordinary Shares  
Voting Rights - One (1) vote per ordinary share

Size of Holdings	No. of Holders	% of Holders	No. of Shares	% of Shares
1 – 99	1,013	19.86	46,776	0.01
100 – 1,000	882	17.29	455,216	0.10
1,001 – 10,000	2,344	45.96	10,699,718	2.30
10,001 – 100,000	726	14.24	20,382,650	4.39
100,001 – 23,225,818 (*)	132	2.59	145,875,793	31.40
23,225,819 and above (**)	3	0.06	287,056,233	61.80
TOTAL	5,100	100.00	464,516,386	100.00

REMARK:  
\* - Less than 5% of issued shares  
\*\* - 5% and above of issued shares

### SUBSTANTIAL SHAREHOLDERS’ SHAREHOLDINGS

(As per the Register of Substantial Shareholders)

No.	Name of Shareholders	Direct	%	Indirect	%
1	DATUK IR. CHOW PUI HEE	147,652,500	31.79	-	-
2	FONG YENG FOON	86,770,500	18.68	-	-
3	CHUDENKO CORPORATION	83,333,333	17.94	-	-

### DIRECTORS’ SHAREHOLDINGS

(As per the Register of Directors’ Shareholdings)

No.	Name of Shareholders	Direct	%	Indirect	%
1	DATO’ DR NADZRI BIN YAHAYA	166,666	0.04	-	-
2	DATUK IR. CHOW PUI HEE	147,652,500	31.79	-	-
3	FONG YENG FOON	86,770,500	18.68	-	-
4	LIM POH SEONG	200,000	0.04	-	-
5	IR. DR NG KOK CHIANG	43,400	0.01	-	-
6	PUAN SRI DATUK SERI ROHANI PARKASH BINTI ABDULLAH	-	-	-	-

# ANALYSIS OF SHAREHOLDINGS

## AS AT 30 SEPTEMBER 2025 (CONT’D)

### THIRTY (30) LARGEST SHAREHOLDERS

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

No.	Name	No. of Shares	%
1	CHUDENKO CORPORATION	83,333,333	17.94
2	CHOW PUI HEE	81,562,500	17.56
3	FONG YENG FOON	79,070,400	17.02
4	CHOW PUI HEE	33,090,000	7.12
5	HLIB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHOW PUI HEE	23,000,000	4.95
6	CHOW PUI HEE	10,000,000	2.15
7	LEMBAGA TABUNG ANGKATAN TENTERA	9,026,900	1.94
8	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD FOR KENANGA SHARIAH GROWTH OPPORTUNITIES FUND (50156 TR01)	8,498,733	1.83
9	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR FONG YENG FOON (7013296)	7,700,100	1.66
10	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (LBF)	5,280,000	1.14
11	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR CITIBANK NEW YORK (NORGES BANK 14)	5,212,300	1.12
12	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN TAKAFUL BERHAD (MEKAR)	5,022,700	1.08
13	AMANAHRAYA TRUSTEES BERHAD PMB SHARIAH AGGRESSIVE FUND	4,118,000	0.89
14	HSBC NOMINEES (TEMPATAN) SDN BHD BNPP SIN/2S FOR PERTUBUHAN KESELAMATAN SOSIAL (PKSMAMSB EQ)	4,000,000	0.86
15	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD FOR KENANGA GROWTH OPPORTUNITIES FUND (50154 TR01)	3,866,366	0.83
16	CIMB ISLAMIC NOMINEES (TEMPATAN) SDN BHD CIMB ISLAMIC TRUSTEE BERHAD - KENANGA SYARIAH GROWTH FUND	3,390,933	0.73
17	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (AM INV)	3,331,800	0.72
18	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR PETROLIAM NASIONAL BERHAD (PET-KENANGA-EQET)	3,098,100	0.67
19	WONG CHOI ONG	2,780,000	0.60
20	CIMB ISLAMIC NOMINEES (TEMPATAN) SDN BHD CIMB ISLAMIC TRUSTEE BERHAD - KENANGA ISLAMIC BALANCED FUND	2,650,400	0.57
21	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (DR)	2,640,200	0.57
22	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK TRUSTEES BERHAD FOR KENANGA SYARIAHEXTRA FUND (N14011960240)	2,312,000	0.50



ANALYSIS OF SHAREHOLDINGS  
AS AT 30 SEPTEMBER 2025 (CONT'D)

THIRTY (30) LARGEST SHAREHOLDERS (CONT'D)  
(without aggregating securities from different securities accounts belonging to the same person) (Cont'd)

No.	Name	No. of Shares	%
23	MAYBANK NOMINEES (TEMPATAN) SDN BHD NATIONAL TRUST FUND ESG (IFM KENANGA) (447645)	2,016,000	0.43
24	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB ISLAMIC TRUSTEE BERHAD FOR PMB SHARIAH EQUITY FUND	2,000,000	0.43
25	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR PETROLIAM NASIONAL BERHAD (PET-KENANGA-EQSH)	1,974,100	0.42
26	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (KENANGAESG)	1,842,400	0.40
27	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR PETROLIAM NASIONAL BERHAD (PET-AMFUNDS-EQET)	1,755,000	0.38
28	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (DG)	1,619,900	0.35
29	LUCILLE TEOH SOO LIEN	1,582,600	0.34
30	MAYBANK NOMINEES (TEMPATAN) SDN BHD MEDICAL FUND (IFM KENANGA) (410224)	1,471,700	0.32
TOTAL		397,246,465	85.52

ANALYSIS OF WARRANTHOLDINGS  
AS AT 30 SEPTEMBER 2025

Type of Securities : Warrants A  
No. of Warrants A Unexercised : 96,991,872  
Exercise Price : RM0.72  
Expiry Date : 21 June 2026

Size of Warrantholdings	No. of Holders	% of Holders	No. of Warrants	%
1 - 99	1,141	45.10	63,987	0.07
100 - 1,000	516	20.40	296,950	0.31
1,001 - 10,000	649	25.65	2,555,499	2.63
10,001 - 100,000	188	7.43	6,325,419	6.52
100,001 - 4,849,592 (*)	34	1.34	15,654,684	16.14
4,849,593 and above (**)	2	0.08	72,095,333	74.33
TOTAL	2,530	100.00	96,991,872	100.00

REMARK:  
\* - Less than 5% of issued warrants  
\*\* - 5% and above of issued warrants

DIRECTORS' WARRANTHOLDINGS  
(As per the Register of Directors' Warrants A Holdings)

No.	Name of Shareholders	Direct	%	Indirect	%
1	DATO' DR NADZRI BIN YAHAYA	83,333	0.09	-	-
2	DATUK IR. CHOW PUI HEE	44,176,083	45.55	-	-
3	FONG YENG FOON	27,919,250	28.79	-	-
4	IR. DR NG KOK CHIANG	-	-	-	-
5	LIM POH SEONG	83,333	0.09	-	-
6	PUAN SRI DATUK SERI ROHANI PARKASH BINTI ABDULLAH	-	-	-	-

THIRTY (30) LARGEST WARRANTHOLDERS  
(Without aggregating securities from different securities accounts belonging to the same registered holder)

No.	Name	No. of Warrants	%
1	CHOW PUI HEE	31,231,083	32.20
2	FONG YENG FOON	27,919,250	28.79
3	CHOW PUI HEE	12,945,000	13.35
4	MAYBANK NOMINEES (TEMPATAN) SDN BHD GAN KAH HOOI	3,758,933	3.88
5	CHEW CHIN GUAN	1,670,000	1.72
6	WONG CHOI ONG	1,540,500	1.59
7	CIMB ISLAMIC NOMINEES (TEMPATAN) SDN BHD CIMB ISLAMIC TRUSTEE BERHAD - KENANGA SYARIAH GROWTH FUND	1,152,583	1.19
8	BEH SENG LEE	970,000	1.00

ANALYSIS OF WARRANTHOLDINGS  
AS AT 30 SEPTEMBER 2025 (CONT'D)

THIRTY (30) LARGEST WARRANTHOLDERS (CONT'D)

(Without aggregating securities from different securities accounts belonging to the same registered holder) (Cont'd)

No.	Name	No. of Warrants	%
9	TAY AI PENG	810,000	0.84
10	LEE SENG CHI	400,000	0.41
11	LEO LEE CHENG	370,000	0.38
12	KOH CHUAN HENG	360,000	0.37
13	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR ANG CHOH HIAN	333,333	0.34
14	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR MOHAN A/L PERUMAL (8077481)	300,033	0.31
15	TAN LI LI	293,333	0.30
16	TOMMY OOI KEAN SEONG	260,000	0.27
17	TEE RUE TENG	259,733	0.27
18	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR JONG CHEE KIONG	233,300	0.24
19	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHOW PING CHUONG (MP0273)	200,033	0.21
20	MOHD MAKHZUMI BIN GHAZALI	200,005	0.21
21	LEE KOK KENG	200,000	0.21
22	SEE LAY HONG	195,900	0.20
23	TAN TIANG HUAT	166,666	0.17
24	TAN KAI SIN	166,600	0.17
25	KEH CHIN ZIUNG	166,000	0.17
26	HON JING YING	150,000	0.15
27	LIM XIN CHERN	150,000	0.15
28	LEE CHOOI YOKE	148,000	0.15
29	ONG YIN SIN	141,666	0.15
30	TOH KOK HENG	138,800	0.14
TOTAL		86,830,751	89.53

NOTICE OF SIXTH ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN** that the Sixth Annual General Meeting (“6<sup>th</sup> AGM” or “the Meeting”) of SAMAIDEN GROUP BERHAD (“Samaiden” or “the Company”) will be held at Greens III, Sports Wing, Jalan Kelab Tropicana, Tropicana Golf & Country Resort, 47410 Petaling Jaya, Selangor Darul Ehsan on Thursday, 13 November 2025 at 10:00 a.m. or at any adjournment thereof, to transact the following businesses, with or without any modifications: -

**AS ORDINARY BUSINESS:**

- |    |  |  |
|----|--|--|
| 1. | To receive the Audited Financial Statements for the financial year ended 30 June 2025 together with the Reports of the Directors and Auditors thereon.   | Please refer to Explanatory Note 1             |
| 2. | To approve the payment of Directors’ fees and/or benefits of up to RM260,700.00 for the period commencing from the date immediately after this 6 <sup>th</sup> AGM until the next Annual General Meeting (“AGM”) of the Company. | Ordinary Resolution 1                          |
| 3. | To re-elect the following Directors who retire by rotation pursuant to Clause 76(3) of the Company’s Constitution: -<br><br>i. Datuk Ir. Chow Pui Hee; and<br>ii. Mr. Lim Poh Seong.   | Ordinary Resolution 2<br>Ordinary Resolution 3 |
| 4. | To re-appoint TGS TW PLT as Auditors of the Company until the conclusion of the next AGM and to authorise the Directors to fix their remuneration.   | Ordinary Resolution 4                          |

**AS SPECIAL BUSINESS:**

To consider and if thought fit, pass with or without any modifications, the following resolutions: -

- |    |   |                       |
|----|---|-----------------------|
| 5. | <b>GENERAL AUTHORITY FOR THE DIRECTORS TO ISSUE AND ALLOT SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016 (“ACT”)</b> | Ordinary Resolution 5 |
|----|---|-----------------------|

“THAT subject always to the Constitution of the Company, the Act, the Main Market Listing Requirements (“Listing Requirements”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and the approvals of the relevant governmental/ regulatory authorities, where required, the Directors of the Company, be and are hereby authorised and empowered pursuant to Sections 75 and 76 of the Act, to issue and allot new ordinary shares in the Company (“Shares”) to such persons, at any time, and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, 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 of time (“Mandate”) AND the Directors be and also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Securities AND THAT such authority shall continue in force until the conclusion of the next AGM of the Company held next after the approval was given or at the expiry of the period within which the next AGM is required to be held after the approval was given, whichever is the earlier.

AND FURTHER 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 that may be declared, made or paid before the date of allotment of such new Shares.”



NOTICE OF SIXTH ANNUAL GENERAL MEETING (CONT'D)

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”)

Ordinary Resolution 6

“THAT authority be and is hereby given in line with Paragraph 10.09 of the Listing Requirements of Bursa Securities, for the Company and/or its subsidiaries (“Group”) to enter into any of the recurrent related party transactions with the related parties as set out in Section 2.3 of the Circular to Shareholders dated 15 October 2025 in relation to the Proposed Renewal of Existing Shareholders’ Mandate which are necessary for the day-to-day operations of the Group within the ordinary course of business of the Group, 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.

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 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; or
- (ii) the expiration of the period within which the next AGM after that date it is required by law to be held pursuant to Section 340(2) of the 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.”

NOTICE OF SIXTH ANNUAL GENERAL MEETING (CONT'D)

7. PROPOSED SHARE BUY-BACK OF UP TO TEN PER CENTUM (10%) OF THE TOTAL NUMBER OF ISSUED SHARES OF THE COMPANY (“PROPOSED SHARE BUY-BACK AUTHORITY”)

Ordinary Resolution 7

“THAT subject to the provisions of the Act, the provisions of the Constitution of the Company, the Listing Requirements of Bursa Securities and all prevailing laws, rules, regulations, orders, guidelines and requirements for the time being in force, approval and authority be and are hereby given to the Directors of the Company, to the extent permitted by law, to purchase such number of ordinary shares of the Company (“Samaiden Shares”) as may be determined by the Directors from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit, necessary and expedient in the best interest of the Company, provided that:

- (i) the maximum aggregate number of Samaiden Shares, which may be purchased by the Company, shall not exceed 10% of the total number of issued shares in the Company at any point in time subject to compliance with the provisions of the Act, the Listing Requirements of Bursa Securities and/or any other relevant authorities;
- (ii) the maximum amount of funds to be allocated for the Proposed Share Buy-Back Authority shall not exceed the aggregate of the retained profits of the Company; and
- (iii) the authority conferred by this resolution shall be effective immediately after the passing of this resolution and shall continue to be in force until:
  - (a) the conclusion of the next AGM of Samaiden following the general meeting at which the ordinary resolution for the Proposed Share Buy-Back Authority is passed, at which time shall lapse, unless the authority is renewed by a resolution passed at the next AGM; or
  - (b) the expiration of the period within the next AGM is required by law to be held; or
  - (c) revoked or varied by ordinary resolution passed by the shareholders of the Company at a general meeting,

whichever occurs first, but not so as to prejudice the completion of the purchase(s) by the Company of the Samaiden Shares before the aforesaid expiry date and made in any event, in accordance with the provisions of the guidelines issued by Bursa Securities and any prevailing laws, rules, regulations, orders, guidelines and requirements issued by any other relevant government and/or regulatory authorities.

THAT the Directors be and are hereby authorised to deal with the Samaiden Shares purchased under the Proposed Share Buy-Back Authority, at their discretion, in the following manner:

- (i) cancel the purchased Samaiden Shares; or
- (ii) retain the purchased Samaiden Shares as treasury shares for distribution as share dividends to the shareholders of the Company and/or resell in accordance with the relevant rules of Bursa Securities and/or transfer under an employees’ share scheme and/or transfer as purchase consideration; or
- (iii) retain part of the purchased Samaiden Shares as treasury shares and cancel the remainder.

NOTICE OF SIXTH ANNUAL GENERAL MEETING (CONT'D)

AND THAT the Directors be and are hereby authorised and empowered to do all acts and things and to take all such steps as necessary or expedient (including opening and maintaining a Central Depository System account) and to enter into and execute, on behalf of the Company, any instruments, agreements and/or arrangements with any person, and with full power to assent to any conditions, modifications, variations and/or amendments as may be imposed by Bursa Securities or any relevant regulatory authority, and/or as may be required in the best interest of the Company and to take all such steps as the Directors may deem fit, necessary and expedient in the best interest of the Company in order to implement, finalise and give full effect to the Proposed Share Buy-Back Authority.”

8. 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)  
WINNIE GOH KAH MUN (MAICSA 7068836) (SSM PC No.: 202308000205)  
Company Secretaries

Petaling Jaya, Selangor Darul Ehsan  
15 October 2025

Notes:

- (a) A member who is entitled to attend and vote at the Meeting shall be entitled to appoint more than one (1) proxy to attend and vote at the Meeting in his/her stead. Where a member appoints more than one (1) proxy, he/she shall specify the proportion of his/her shareholdings to be represented by each proxy.
- (b) A proxy may but need not be a member of the Company. A proxy appointed to attend and vote at the Meeting shall have the same rights as the member to speak and vote at the Meeting.
- (c) The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing, or if the appointor is a corporation, either under the seal or under the hand of an officer or attorney duly authorised.
- (d) Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
- (e) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account (“omnibus account”), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. The appointment of multiple proxies shall not be valid unless the proportion of its shareholdings represented by each proxy is specified.
- (f) To be valid, the instrument appointing a proxy may be made via hardcopy or by electronic means in the following manners and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the Meeting or at any adjournment thereof at which the person named in the appointment proposes to vote:-
  - (i) In hard copy form  
In case of an appointment made in hard copy form, the proxy form must be deposited at the office of the Share Registrar of the Company, 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, 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 means  
The proxy form can be electronically lodged via Vistra Share Registry and IPO (MY) portal at <https://srmy.vistra.com>.

NOTICE OF SIXTH ANNUAL GENERAL MEETING (CONT'D)

- (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 55(2) of the Company’s Constitution to issue a General Meeting Record of Depositors as at 6 November 2025. Only members whose names appear in the General Meeting Record of Depositors as at 6 November 2025 shall be regarded as members and entitled to attend, speak and vote at the Meeting.
- (h) All the resolutions set out in this Notice of the Meeting will be put to vote by poll.
- (i) The members are advised to refer to the Administrative Notes on the registration and voting process for the Meeting.
- (j) Kindly check Bursa Securities’ website at [www.bursamalaysia.com](http://www.bursamalaysia.com) and the Company’s corporate website at <https://samaiden.com.my/investor-centre-report/> for the latest updates on the status of the Meeting.

EXPLANATORY NOTES TO ORDINARY AND SPECIAL BUSINESS

1. Item 1 of the Agenda - Audited Financial Statements for the financial year ended 30 June 2025

This Agenda is meant for discussion only as the provision of Section 340(1)(a) of the Act does not require a formal approval of shareholders 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

The estimated Directors’ fees and benefits were calculated based on the current Board size and the number of scheduled Board and Committee meetings to be held. This resolution is to facilitate payment of Directors’ fees and benefits for the period from 14 November 2025 until the next AGM of the Company to be held in the year 2026. 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 such shortfall.

3. Item 3 of the Agenda - Re-election of Directors

Clause 76(3) of the Company’s Constitution provides that one-third (1/3) of the Directors of the Company for the time being or if their number is not three (3) or a multiple of three (3), then the number nearest to one-third (1/3) shall retire by rotation at an AGM of the Company and be eligible for re-election provided always that all Directors shall retire from office at least once every three (3) years but shall be eligible for re-election. Hence, two (2) out of six (6) Directors of the Company are to retire pursuant to Clause 76(3) of the Company’s Constitution.

Following thereto, Datuk Ir. Chow Pui Hee and Mr. Lim Poh Seong will retire by rotation pursuant to Clause 76(3) of the Company’s Constitution (collectively referred to as “Retiring Directors”). The Retiring Directors being eligible, have offered themselves for re-election at the 6<sup>th</sup> AGM.

The Board has endorsed the Nominating Committee’s recommendation to seek shareholders’ approval to re-elect the Retiring Directors as they possess the required skill sets to facilitate and contribute to the Board’s effectiveness and value.

The Retiring Directors had abstained from all deliberations and decisions on their own eligibility to stand for re-election at the Board meeting.

The details and profiles of the Retiring Directors are provided in the Directors’ Profile on pages 98 and 100 of the Company’s Annual Report 2025.



NOTICE OF SIXTH ANNUAL GENERAL MEETING (CONT'D)

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

The Ordinary Resolution 5 proposed under item 5 of the Agenda, is to seek a general mandate for issuance and allotment of Shares by the Company pursuant to Sections 75 and 76 of the Act. This Ordinary Resolution, if passed, will empower the Directors to issue and allot new Shares up to an amount not exceeding in total ten per centum (10%) of the total number of issued Shares of the Company for such purposes as the Directors consider would be in the interest of the Company. This would avoid any delay and cost involved in convening at 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 to 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 such other applications as the Directors may deem fit and expedient in the best interest of the Company.

As at the date of this Notice, no new Shares in the Company were issued and allotted pursuant to the mandate granted to the Directors at the last AGM held on 29 November 2024 which will lapse at the conclusion of the Meeting.

5. Item 6 of the Agenda – Proposed Renewal of Existing Shareholders’ Mandate

The Ordinary Resolution 6 proposed under item 6 of the Agenda, if passed, will give the mandate to the Group to enter into recurrent related party transactions of a revenue and/ or trading nature pursuant to Paragraph 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 15 October 2025 for further details.

6. Item 7 of the Agenda - Proposed Share Buy-Back Authority

The Ordinary Resolution 7 proposed under item 7 of the Agenda is to seek mandate on the authority to purchase its own shares of up to 10% of the total number of issued shares of the Company. This Ordinary Resolution, if passed, will empower the Directors of the Company to purchase its own ordinary shares of up to 10% of the total number of issued shares of the Company through Bursa Securities at any time within the time stipulated.

Please refer to Share Buy-Back Statement dated 15 October 2025 for further details of the Proposed Share Buy-Back Authority.

ADMINISTRATIVE NOTES  
FOR THE SIXTH ANNUAL GENERAL MEETING (“6<sup>TH</sup> AGM”)

Meeting Date	Thursday, 13 November 2025
Time	10.00 a.m.
Venue	Greens III, Sport Wing, Jalan Kelab Tropicana, Tropicana Golf & Country Resort, 47410 Petaling Jaya, Selangor Darul Ehsan

REGISTRATION ON THE DAY OF THE 6<sup>th</sup> AGM

- Registration will commence at 9.00 a.m. on 13 November 2025 and will remain open until the conclusion of the 6<sup>th</sup> AGM or such time as may be determined by the Chairman of the meeting.
- Please present your original National Registration Identity Card (NRIC) or Passport (for non-Malaysian) to the registration staff for verification.
- Upon verification, an identification wristband will be given to you for voting purposes thereafter. No one will be allowed to enter the meeting hall without an identification wristband. There will be no replacement for the identification wristband if it is lost or misplaced.
- Registration must be done in person. No person is allowed to register on behalf of another even with the original NRIC or Passport of the other person.
- The registration counter will handle verification of identity, registration and revocation of proxy/proxies.

GENERAL MEETING RECORD OF DEPOSITORS (“ROD”)

- Only a member whose name appears on the ROD as at 6 November 2025 shall be entitled to attend, speak and vote (collectively “participate”) at the 6<sup>th</sup> AGM or appoint proxy(ies) to participate on his/her/its behalf.

CORPORATE MEMBERS

- Corporate members who wish to appoint corporate representatives instead of proxy(ies), must deposit their original certificate of appointment of corporate representative to Tricor Investor & Issuing House Services Sdn. Bhd. (“Tricor”) before the 6<sup>th</sup> AGM or bring the original certificate of appointment of corporate representative to the 6<sup>th</sup> AGM.
- Attorneys appointed by power of attorney are required to deposit their power of attorney with Tricor not later than 11 November 2025 at 10.00 a.m. to attend and vote at the 6<sup>th</sup> AGM.

PROXY

The appointment of proxy(ies) may be made in hard copy form or by electronic form in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the 6<sup>th</sup> AGM or adjourned general meeting at which the person named in the appointment proposes to vote, otherwise the Proxy Form shall not be treated as valid:-

- a. In hard copy form

In case of an appointment made in hard copy form, the Proxy Form must be deposited at the office of the Share Registrar of the Company, 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, 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.

- b. By electronic form

The proxy form can be electronically lodged via Vistra Share Registry and IPO (MY) portal (“The Portal”) at <https://srmy.vistra.com>.

ADMINISTRATIVE NOTES (CONT'D)  
FOR THE SIXTH ANNUAL GENERAL MEETING (“6<sup>TH</sup> AGM”)

ELECTRONIC LODGEMENT OF PROXY FORM

The procedures to lodge your Proxy Form electronically via The Portal website are summarised below:

Procedure	Action
i. Steps for Individual Shareholders	
Register as a User at The Portal	<div>1. Visit the website at <a href="https://srmy.vistra.com">https://srmy.vistra.com</a>.</div> <div>2. Click “Register” and select “Individual Holder” and complete the New User Registration Form.</div> <div>3. For guidance, you may refer to the tutorial guide available on the homepage.</div> <div>4. Once registration is completed, you will receive an email notification to verify your registered email address.</div> <div>5. After verification, your registration will be reviewed and approved within one (1) working day. A confirmation email will be sent once approved.</div> <div>6. Once you receive the confirmation, activate your account by creating your password.</div> <div><i>If you are an existing user with The Portal or our TIIH Online portal previously, you are not required to register again.</i></div>
Proceed with submission of Proxy Form	<div>1. After the release of the Notice of Meeting by the Company, login with your email address and password.</div> <div>2. Select the corporate event: <b>“SAMAI DEN GROUP BERHAD 6<sup>TH</sup> AGM”</b>.</div> <div>3. Navigate to the 3 dots at the end of the corporate event and choose <b>“SUBMISSION OF PROXY FORM”</b>.</div> <div>4. Read and agree to the Terms and Conditions and confirm the Declaration.</div> <div>5. Indicate the total number of shares assigned to your proxy(ies) to vote on your behalf.</div> <div>6. Appoint your proxy(ies) and insert the required details of your proxy(ies) or appoint the Chairman as your proxy.</div> <div>7. Indicate your voting instructions – FOR or AGAINST or ABSTAIN.</div> <div>8. Print the Proxy Form for your record.</div>
ii. Steps for Corporation or Institutional Shareholders	
Register as a User at The Portal	<div>1. Visit the website at <a href="https://srmy.vistra.com">https://srmy.vistra.com</a>.</div> <div>2. Click “Register” and select “Representative of Corporate Holder” and complete the New User Registration Form.</div> <div>3. Complete the registration form with your personal details.</div> <div>4. Once registration is completed, you will receive an email notification to verify your registered email address.</div> <div>5. After verification, your registration will be reviewed and approval within two (2) working days. A confirmation email will be sent once approved.</div> <div>6. Once you receive the confirmation, activate your account by creating your password.</div> <div><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 Tricor if you need clarifications on the user registration.</i></div>

ADMINISTRATIVE NOTES (CONT'D)  
FOR THE SIXTH ANNUAL GENERAL MEETING (“6<sup>TH</sup> AGM”)

Procedure	Action
ii. Steps for Corporation or Institutional Shareholders	
Proceed with submission of Proxy Form	<div>1. Login to <a href="https://srmy.vistra.com">https://srmy.vistra.com</a> with your email address and password.</div> <div>2. Select the corporate event: <b>“SAMAI DEN GROUP BERHAD 6<sup>TH</sup> AGM”</b>.</div> <div>3. Navigate to the icon “&gt;” at the end of the corporate event.</div> <div>4. Read and agree to the Terms and Conditions and confirm the Declaration.</div> <div>5. Select the corporate holder’s name.</div> <div>6. Proceed to download the submission file.</div> <div>7. Prepare the file for the appointment of proxy(ies) by inserting the required data.</div> <div>8. Proceed to upload the duly completed proxy appointment file.</div> <div>9. Select <b>“Confirm”</b> to complete your submission.</div> <div>10. Print the confirmation report of your submission for your record.</div>

POLL VOTING

- The voting at the 6<sup>th</sup> AGM will be conducted by poll in accordance with Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. The Company has appointed Tricor as a Poll Administrator to conduct the poll.

NO RECORDING OR PHOTOGRAPHY

- Strictly NO recording and photography of the proceedings of the 6<sup>th</sup> AGM is allowed.

ENQUIRY

If you have any enquiries on the above, please contact the following persons during office hours on Mondays to Fridays from 9.00 a.m. to 5.30 p.m. (except on public holidays):

Tricor Investor & Issuing House Services Sdn. Bhd.	
General Line	+603-2783 9299
E-mail Address	<a href="mailto:is.enquiry@vistra.com">is.enquiry@vistra.com</a>
Contact persons	
Mohammad Amirul Iskandar	+603-2783 9279 / <a href="mailto:mohammad.amirul@vistra.com">mohammad.amirul@vistra.com</a>
Syafiqul Hafidz	+603-2783 9024 / <a href="mailto:syafiqul.hafidz@vistra.com">syafiqul.hafidz@vistra.com</a>



I/We\* \_\_\_\_\_ NRIC/ Passport/ Registration No.\* \_\_\_\_\_  

(full name in capital letters)

of \_\_\_\_\_  

(full address)

Email Address \_\_\_\_\_ Mobile Phone No. \_\_\_\_\_

being (a) member(s) of SAMAIDEN GROUP BERHAD [201901037874 (1347204-V)] (“the Company”) hereby appoint:-

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

and / or\*

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

or failing him/her\*, the Chairman of the Meeting as my/our\* proxy to vote for me/us\* on my/our\* behalf at the Sixth Annual General Meeting (“6<sup>th</sup> AGM” or “Meeting”) of the Company to be held at Greens III, Sports Wing, Jalan Kelab Tropicana, Tropicana Golf & Country Resort, 47410 Petaling Jaya, Selangor Darul Ehsan on Thursday, 13 November 2025 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 benefits of up to RM260,700.00 for the period commencing from the date immediately after this 6 <sup>th</sup> AGM until the next Annual General Meeting of the Company.		
2.	To re-elect Datuk Ir. Chow Pui Hee as a Director who retires by rotation pursuant to Clause 76(3) of the Company’s Constitution.		
3.	To re-elect Mr. Lim Poh Seong as a Director who retires by rotation pursuant to Clause 76(3) of the Company’s Constitution.		
4.	To re-appoint TGS TW PLT as Auditors of the Company.		
5.	To approve the authority for Directors to issue and allot shares pursuant to Sections 75 and 76 of the Companies Act 2016.		
6.	To approve the Proposed Renewal of Existing Shareholders’ Mandate for Recurrent Related Party Transactions of a Revenue and/or Trading Nature.		
7.	To approve the Proposed Share Buy-Back Authority.		

\* delete whichever is not applicable

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2025.

\_\_\_\_\_  
Signature of Member(s)/Common Seal

CDS ACCOUNT NO.	NO. OF SHARES HELD

Notes:

- (a) A member who is entitled to attend and vote at the Meeting shall be entitled to appoint more than one (1) proxy to attend and vote at the Meeting in his/her stead. Where a member appoints more than one (1) proxy, he/she shall specify the proportion of his/her shareholdings to be represented by each proxy.
- (b) A proxy may but need not be a member of the Company. A proxy appointed to attend and vote at the Meeting shall have the same rights as the member to speak and vote at the Meeting.
- (c) The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing, or if the appointor is a corporation, either under the seal or under the hand of an officer or attorney duly authorised.
- (d) Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
- (e) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. The appointment of multiple proxies shall not be valid unless the proportion of its shareholdings represented by each proxy is specified.
- (f) To be valid, the instrument appointing a proxy may be made via hardcopy or by electronic means in the following manners and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the Meeting or at any adjournment thereof at which the person named in the appointment proposes to vote:-

- (i) In hard copy form  
In case of an appointment made in hard copy form, the proxy form must be deposited at the office of the Share Registrar of the Company, 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, 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 means  
The proxy form can be electronically lodged via Vistra Share Registry and IPO (MY) portal at <https://srmy.vistra.com>.
- (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 55(2) of the Company's Constitution to issue a General Meeting Record of Depositors as at 6 November 2025. Only members whose names appear in the General Meeting Record of Depositors as at 6 November 2025 shall be regarded as members and entitled to attend, speak and vote at the Meeting.
- (h) All the resolutions set out in this Notice of the Meeting will be put to vote by poll.
- (i) The members are advised to refer to the Administrative Notes on the registration and voting process for the Meeting.
- (j) Kindly check Bursa Malaysia Securities Berhad's website at [www.bursamalaysia.com](http://www.bursamalaysia.com) and the Company's corporate website at <https://samaiden.com.my/investor-centre-report/> for the latest updates on the status of the Meeting.

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AFFIX  
STAMP

The Share Registrar  
**SAMAIDEN GROUP BERHAD**  
Registration No. : 201901037874 (1347204-V)  
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

2<sup>nd</sup> fold here



[www.samaiden.com.my](http://www.samaiden.com.my)

**SAMAIDEN GROUP BERHAD**

201901037874 (1347204-V)

Level 8, Uptown 1,  
No.1, Jalan SS21/58, Damansara Utama,  
47400 Petaling Jaya,  
Selangor Darul Ehsan,  
Malaysia

T **+603 6150 7941**

F **+603 6150 6567**

[project@samaiden.com.my](mailto:project@samaiden.com.my)