



RIVERSTONE HOLDINGS LIMITED
(Company Registration Number 200510666D)
(Incorporated In the Republic of Singapore)

RESPONSE TO QUESTIONS RECEIVED FROM (1) SHAREHOLDERS AND (2) SECURITIES INVESTORS ASSOCIATION (SINGAPORE) PRIOR TO THE ANNUAL GENERAL MEETING TO BE HELD AT RAFFLES CITY CONVENTION CENTRE, SKAI SUITES 3 AND 4, LEVEL 69, 2 STAMFORD ROAD, SINGAPORE 178882 ON MONDAY, 20 APRIL 2026 AT 2.00 P.M.

The Board of Directors of Riverstone Holdings Limited (the “**Company**” or together with its subsidiaries, the “**Group**”), refers to the questions raised by shareholders and Securities Investors Association (Singapore) (“**SIAS**”) prior to the Annual General Meeting scheduled to be held on 20 April 2026 at 2.00 p.m..

The Company’s response to the relevant and substantial questions submitted by shareholders and SIAS before 10 April 2026 are set out below:

RESPONSE TO QUESTIONS RAISED BY SHAREHOLDERS

QUESTION 1

Executive Chairman and CEO, Wong Teek Son, stated: “In our healthcare segment, average selling prices moderated in FY2025, reflecting competitive market dynamics and lower raw material costs.” I interpret this as indicating intensified competition, particularly in the lower-end healthcare gloves segment. Together with the rapid appreciation of the Malaysian ringgit and near-term volatility in raw material prices, these appear to be the key risks for FY2026. Based on the Group’s current structure, where the majority of production is in Malaysia which of these risks is considered most significant by the Executive Directors? Additionally, is there any intention to compete directly with Chinese manufacturers, such as by investing in production capacity in China?

COMPANY’S RESPONSE

The glove manufacturing cost structure are comparable, except China has lower energy cost. Therefore, there is no compelling incentive for the Company to establish a plant in China.

QUESTION 2

Mr Wong also highlighted Riverstone’s track record and its intention to double down on specialisation and new product categories going forward. This continued focus on innovation is encouraging, and Riverstone has the financial and I believe human resources to invest for the future, even during more challenging periods. Why did Riverstone invest in generic healthcare gloves a few years ago?

COMPANY’S RESPONSE

We started to produce healthcare glove in 2008 during the financial crisis, profit margin of this product was about gross profit (GP) 15%~20% and the growth was double digit compounded. Even post covid in 2022,

our healthcare glove enjoys GP about 15%~20% and contribute more than RM100 million GP. Therefore, we maintain this segment of business.

QUESTION 3

How has the Group been affected by the rapid rise in raw material prices due to the war in Iran? Is Riverstone able to pass some of the increased cost to its customers? Has customers switched to natural rubber gloves instead of nitrile gloves?

COMPANY'S RESPONSE

We are able to pass on the raw material increase to customers. We do not experience our customers shift to natural rubber glove.

QUESTION 4

Has the Group managed to sell more higher-margin cleanroom and customized healthcare gloves instead of low-margin generic healthcare gloves in FY 2025?

COMPANY'S RESPONSE

Cleanroom glove is always Company's priority. Company's facilities is interchangeable between cleanroom glove and healthcare glove.

QUESTION 5

Do the board of directors expect China glove manufacturers to pose a significant threat to Riverstone in the sale of cleanroom or customized healthcare gloves in the years ahead?

COMPANY'S RESPONSE

Our competitive advantage is that we develop, manufacture, and deliver products directly to customers. This helps us understand their changing needs and provide the right solutions.

QUESTION 6

Does Riverstone expect to be significantly impacted by the ongoing war in the Middles East?

COMPANY'S RESPONSE

We believe it is manageable if the situation does not worsen.

QUESTION 7

Does Riverstone have a healthy order book for the year ahead? What is the expected utilisation rate for its factories?

COMPANY'S RESPONSE

Repeat orders have accounted for about 80% of our total revenue over the past few years, reflecting strong customer loyalty. Our utilization rate is around 70%.

QUESTION 8

What is the outlook for average selling prices (ASPs) of healthcare and cleanroom gloves?

COMPANY'S RESPONSE

It is difficult to make predictions at this stage, as selling prices are tied to raw material costs, which change every month.

QUESTION 9

With the strengthening of the Malaysian Ringgit against the US Dollar continuing to be a major drag on our revenue and profitability, what proactive measures or hedging strategies is the company employing? Beyond basic forward currency contracts, are there operational adjustments being made, such as sourcing more raw materials in USD or renegotiating customer pricing mechanisms to better insulate our margins from this FX volatility?

COMPANY'S RESPONSE

All latex is traded in US\$, providing a natural hedge of about 25%. We hedge only our monthly revenue.

QUESTION 10

Regarding the US tariffs on Chinese glove manufacturers, have we seen a tangible, sustained uptick in US orders for our healthcare and cleanroom gloves as a direct result? Furthermore, as Chinese competitors divert their excess capacity to European and Asian markets, what specific strategies is Riverstone deploying to defend our market share and pricing power in these increasingly crowded non-US regions?

COMPANY'S RESPONSE

70% of our healthcare glove is exported to US, 15% to Japan and Europe. We focus on customers who value customized products, emphasis on Environmental, Social, and Governance (ESG) and innovative products.

QUESTION 11

In light of the skyrocketing butadiene costs and severe petrochemical supply chain disruptions from the Middle East conflict, how is Riverstone securing its supply of nitrile and latex? Additionally, what specific financial buffers, hedging strategies, or supplier agreements do we have in place to absorb these sudden price spikes without severely impacting our gross profit margins or falling victim to advance-payment demands?

COMPANY'S RESPONSE

We are able to source the raw materials we need without difficulty, as long as we pay market prices. Moreover, we pass on the raw material increase to customers.

RESPONSE TO QUESTIONS RAISED BY SIAS

QUESTION 1

Q1. For the financial year ended 31 December 2025, the group reported revenue of RM995.3 million, down 7.2% year-on-year, and net profit of RM207.8 million, down 27.6%. This was attributed to currency movements, particularly the strength of the Malaysian Ringgit, and volatility in raw material costs.

Gross profit margin declined to 30.0%, with net profit margin at 20.9%.

	FY2025	FY2024	FY2023	FY2022	FY2021
For the year (RM'000)					
Revenue	995,314	1,072,833	914,776	1,259,515	3,082,447
Gross Profit	298,688	390,089	295,511	450,320	1,906,832
Gross Profit Margin	30.0%	36.4%	32.3%	35.8%	61.9%
Profit before tax	264,475	358,687	279,350	417,005	1,858,589
Net Profit	207,774	286,932	220,376	314,398	1,417,893
Net Profit Margin	20.9%	26.7%	24.1%	25.0%	46.0%
Cashflow from operations	306,327	307,033	249,109	378,447	1,569,819

(Source: company annual report)

Following the completion of Phase 8, the group's annual production capacity is estimated at 12.8 billion gloves. The group also has plans to upgrade its production lines to more advanced and energy-efficient set-ups. Capital expenditure on property, plant and equipment amounted to over RM163 million over the past two years.

- (i) Can management confirm the group's current annual production capacity and what was the utilisation rate in 2025?
- (ii) Is the group taking a deliberate pause on greenfield factory construction?

The chairman has indicated that the group will expand its focus beyond traditional nitrile and latex gloves by exploring new product categories, such as polymer-based materials.

- (iii) What capabilities does the group currently have in this area, and what level of investment, retooling and process changes would be required to scale such products commercially? How does management assess the potential returns relative to its core glove business?
- (iv) Separately, how is the group responding to increased competition in Europe from Chinese manufacturers who have diverted excess inventory to the region following tariff changes in the United States? Is the group similarly exposed to tariffs on glove imports into the United States?

COMPANY'S RESPONSE

- (i) *Current capacity is about 9.5 million piece per annum and utilisation rate is about 70%*
- (ii) *We build our factories and facilities in line with the Company's business strategy and market conditions.*
- (iii) *We are using existing production facilities to produce other material type of glove which have different property than Latex and Nitrile glove. No retooling required.*
- (iv) *70% of our healthcare glove is exported to US, 15% to Japan and Europe. We focus on customers who value customized products, emphasis on ESG and innovative products.*

QUESTION 2

The company announced the cessation of two key management personnel on 16 July 2025, namely the former Group business development manager and the former general manager of Thailand operations. On the same day, the former Thailand GM, Mr Dumrongsak Aroonprasertkul was appointed as non-independent non-executive director.

Filter by Company/Security Name	Date & Time	Issuer Name	Security Name	Title	Category
RIVERSTONE HOLDINGS LIML... X	16 Jul 2025 08:25 PM	RIVERSTONE HOLDINGS LIMITED	RIVERSTONE HOLDINGS LIMITED	Change - Announcement of Appointment: Appointment of Non-Independent Non-Executive Director	Announcement of Appointment
Announcement Period	16 Jul 2025 08:19 PM	RIVERSTONE HOLDINGS LIMITED	RIVERSTONE HOLDINGS LIMITED	Change - Announcement of Cessation: Announcement of Cessation of Key Management Personnel	Announcement of Cessation
From	16 Jul 2025 08:17 PM	RIVERSTONE HOLDINGS LIMITED	RIVERSTONE HOLDINGS LIMITED	Change - Announcement of Cessation: Announcement of Cessation of Key Management Personnel	Announcement of Cessation
To	04 Dec 2024 05:22 PM	RIVERSTONE HOLDINGS LIMITED	RIVERSTONE HOLDINGS LIMITED	Change - Announcement of Appointment: Appointment of Independent Non-Executive Director	Announcement of Appointment

(Source: <https://www.sgx.com/securities/company-announcements?value=RIVERSTONE%20HOLDINGS%20LIMITED&type=company&pagesize=20&ANNC=ANNC03%2CANNC04>)

- (i) What progress has been made in appointing a new Group business development manager? It is noted that Ms Sukanya Khrawong has been appointed as the general manager of the Thailand operations since October 2024 to facilitate the leadership transition in Thailand.
- (ii) Separately, Ms Charmaine Chee Ying Min was appointed to the board on 4 December 2024. The director's biography can be found on page 13 of the annual report. While Ms Charmaine Chee Ying Min brings experience in banking and finance to the board, she had no prior experience as a director of a listed company when appointed. Can the board explain the search and nomination process used to identify and shortlist director candidates, as required by the SGX announcement template?

COMPANY'S RESPONSE

- (i) *We have our Group Cleanroom Business Development Director to replace Group Business Development Manager.*
- (ii) *We talk to audit firm, bankers, business partner to shortlist qualified candidates. The Nomination committee then did the selection and recommend to board for appointments.*

QUESTION 3

The internal audit function is outsourced to Crowe Governance Sdn Bhd (IA), a corporate member of the Malaysian Institute of Internal Auditor. The IA is guided by the Institute of Internal Auditors' International Professional Practice Framework.

- (i) Were the group's material subsidiaries in Thailand and China included within the internal audit scope? If so, how were audits conducted in these jurisdictions?
- (ii) What was the scope of internal audit activities in FY2025, and what were the key findings, recommendations and remediation actions?

COMPANY'S RESPONSE

- (i) Group's material subsidiaries are included within the internal audit scope. Audits were conducted through a physical on-site engagement, which included process walkthroughs,

discussions with management, and review the supporting documentation to assess the adequacy and effectiveness of internal controls.

- (ii) The scope includes all major process cycles and Information Technology General Controls (ITGC). Overall, no major control weaknesses were identified from the internal audit reviews conducted for FY2025. The observations raised were primarily related to process improvements and enhancement of existing controls.