CORPORATE GOVERNANCE REPORT

STOCK CODE : 7240

COMPANY NAME: INFRAHARTA HOLDINGS BERHAD

FINANCIAL PERIOD : June 30, 2025

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Requirements.

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

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

SECTION A - DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application :	Applied		
Explanation on : application of the practice	The Company and its subsidiaries ("the Group") are meticulously executed by the Board of Director ("Board"), in fulfilling its obligations to oversee the effective management of the Group, assisted by the Board Committees namely the Audit Committee, Nomination Committee, Remuneration Committee and Risk Management Committee, plays a strategic role in formulating, recommending and implementing the Group's corporate objectives, directions and long-term goals of the business. The Board is mindful of the importance of developing a sustainable business and is committed to the promotion of best practice principles.		
	The Board's activities for the financial period ended from 1 April 2024 to 30 June 2025 ("FPE 2025") comprised the following:		
	 review and approve the FPE 2025 quarterly results; approve the Directors' Report and Audited Accounts for the FPE 2025; 		
	 approve the reports of the Audit, Nomination, Risk Management and Remuneration Committees and to note the minutes of the Board Committees meetings on a quarterly basis; 		
	review the Group's strategies and plans;		
	 receive quarterly updates from the Executive Director on significant changes in the business and the external environment which affects the businesses and operations; 		
	approve the General Budget and Capital Expenditure Budget;		
	review the risk management framework of the Group and update on management of major business risks by the Group		
	 on a quarterly basis; approve the re-appointment of the Group's External Auditors and ensure that the External Auditors meet the criteria provided by Paragraph 15.21 of the Listing Requirements; 		

	approve the Annual Report 2025;	
	 note the semi-annual returns of the Company; 	
	note the amendments to the Main Market Listing Requirement	
	of Bursa Securities;	
	• reviewed and discussed with the internal auditor on the results	
	of the internal audit reports; and	
	review of the effectiveness of the Board meetings.	
Explanation for :	The Board acknowledges the need for effective investor relation and communication with shareholders and stakeholders via timely release of information to shareholders. As for employees, the Company ensures that a safe and conducive environment is provided and the highest occupational safety and health policies are pursued.	
departure		
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to complete the columns below.		
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Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.2

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

Explanation on application of the practice : The Company's Chairman is an independent and non-executive director. The Chairman's roles and responsibilities include among others providing leadership to the Board, monitoring and managing the workings of the Board, discussion of relevant issues, ensuring quality and timely dissemination of information to facilitate decision making encouraging Directors to play an active role in the Board deliberations/activities, engaging with shareholders of the Company and liaison with the Executive Director and Company Secretary on the agenda for Board meetings.		
director. The Chairman's roles and responsibilities include among others providing leadership to the Board, monitoring and managing the workings of the Board, discussion of relevant issues, ensuring quality and timely dissemination of information to facilitate decision making encouraging Directors to play an active role in the Board deliberations/activities, engaging with shareholders of the Company and liaison with the Executive Director and Company Secretary on the		
Nominating Committee responsible to reviews the Curriculum Vitae and other relevant information of the Chairman prior to his/her		
appointment. The recommendation of the Nominating Committee is then tabled to the Board for approval with other Board members sharing public information where applicable such as reputation intellectual integrity, leadership skills, contribution to society, etc of the Chairman.		
Explanation for : departure		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 1.3The positions of Chairman and CEO are held by different individuals.

Application :	Applied	
Explanation on : application of the practice	The Chairman of the Board is Dato' Sri Hj. Wan Adnan Bin Wan Mamat, an independent and non-executive director. Executive Director, Law Ngia Meng, oversees and manages the day-to-day operations of the Group and undertakes executive decision-making and implementation of policies and decision. There are no family relationships between them. There is currently no CEO in the Company. There are clear and distinct separation of duties and responsibilities between the two positions which prescribed in the Company's Board Charter available on the Company's website.	
Explanation for : departure		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 1.4

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

Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation,			
then the status of this practice should be a 'Departure'.			
Application	:	Applied	
Explanation on application of the practice	:	Dato' Sri Hj. Wan Adnan Bin Wan Mamat is the Chairman of the Board, he is not a member of Audit Committee, Nomination Committee and Remuneration Committees.	
Explanation for departure	:		
Large companies are r	equir	red to complete the columns below. Non-large companies are encouraged	
to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 1.5

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

Application :	Applied	
Explanation on application of the practice Explanation for departure	The Board is supported by a professionally qualified Chartered Secretary Company, Ms Chin Li Thing, a member of Malaysia Institute of Chartered Secretaries and Administrators ("MAICSA"). She briefs the Board on the latest updates of Listing Requirements, Code of Corporate Governance and other relevant rules and guidelines. She recommends relevant training/seminars for Board members to keep themselves upto-date with the latest developments in regulatory compliances. Nonetheless, the Company Secretary undertakes continuous professional development program annually by attending training programs involving capital market, regulatory changes/updates as well as development in corporate governance best practices from time to time.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 1.6

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

Application :	Applied		
Explanation on :	Meeting materials are distributed/emailed to the Directors		
application of the	approximately one week before meeting. All deliberations and		
practice	resolutions made by the Board shall be recorded accurately by the		
	Company Secretary and minutes of meeting are circulated and		
	confirmed correctness by the Board and Committee at their following		
	respective meetings. The minutes of the Board meetings are kept at the Company's registered office.		
	Company's registered office.		
Explanation for :			
departure			
Large companies are required to complete the columns below. Non-large companies are encouraged			
to complete the columns below.			
Measure :			
Timeframe :			

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

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

Practice 2.1

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

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

Application	Applied	
Explanation on : application of the practice	The Board Charter designed to provide its Directors with greater clarity regarding the role and responsibilities of the Board, its Committees, individual Directors, the Management and the Company Secretary. It also serves as a guide to Board members and senior management on the functions of the Board. The Board Charter also defines the issues and decisions that are reserved for the Board. The Board Charter is available on the Company's corporate website at: http://www.infraharta.com/investor-relations/corporate-governance	
Explanation for : departure		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

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

Practice 3.1

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

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

Application :	Applied		
Explanation on : application of the practice	The Directors and Management of the Group are committed to adhering to the best practices in corporate governance and observing the highest standards of integrity and ethical behaviour in all business activities conducted by the Company. This Code sets out the principles to guide business conduct when employees deal with third party. In this context, third party refers to any individual or organisation the employee comes into contact with during the course of his/her work. It is required that the Directors and all employees display the highest level of professionalism in all aspects of their work and comply with this Code and all applicable laws, regulations and other policies applicable within the Group. Anti-Bribery and Corruption Policy, Code of Conduct is further enforced to the Company to ensure the employees understand their responsibilities in compliance with the Company's zero tolerance for anti-bribery and corruption within the organisation.		
	The Code of Conduct and Ethics of the Company is contained in the Employees Handbook and is available on the Company's corporate website at: http://www.infraharta.com/investor-relations/corporate-governance		
Explanation for : departure			
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure :			
Timeframe :			

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

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

Practice 3.2

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

Application :	Applied		
Explanation on : application of the practice	The Board has established a Whistle Blowing Policy (the "Policy") and the Policy requires directors, officers and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. The Policy also aims to provide for the reported matters to be investigated and dealt with.		
	The Board is aware that the Policy strengthens and supports good management and demonstrates accountability, provides good risk management and sound corporate governance practices. In addition to that, the Board believes that having the Policy in place increases investors' confidence in the Company.		
	The Whistle Blowing Policy is available on the Company's corporate website at: http://www.infraharta.com/investor-relations/corporate-governance		
Explanation for : departure			
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure :			
Timeframe :			

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

Practice 4.1

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

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

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

Application	: Applied
Explanation on application of the practice	: Through the Group's present governance structure and sustainability framework, the Board maintains regular oversight of sustainability matters, including material Environmental, Social and Governance ("ESG") topics. The Board is also accountable for the ultimate supervision of sustainability performance. This oversight includes the presentation of reports and data on material topics such as occupational safety and health, talent management, energy consumption and emissions. The latter two are monitored from the perspective of business and operational cost, productivity as well as contribution to climate change impacts.
	The aforementioned approach enables more informed decision making by the Board i.e. in measuring progress achieved against key performance indicators or targets, in setting broad goals and strategies and in considering how sustainability impacts both financial values as well as stakeholder value creation. The Board integrates sustainability considerations that address stakeholders' expectations in the implementation of the Group's strategies, business plans, major plans of action and risk management, in order for the Group to remain competitive, be more resilient and adaptable to changes.
Explanation for departure	:
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Measure	:	
Timeframe	:	

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

Practice 4.2

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

Application :	Applied
Explanation on : application of the practice	The Company's Sustainability Statement in the Annual Report 2025 provides a detailed of the Group's sustainability strategies, performance and initiatives that are available for both internal and external stakeholders.
	The Sustainability Statement covers the Company's management approach towards a wide range of ESG topics, the evaluation of the said management approach, the results achieved, relevant lessons learnt and future plans going forward.
Explanation for : departure	
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Timeframe :	

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

Practice 4.3

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

Application	:	Applied
Explanation on application of the practice	:	The Board is updated on the progress of the Group's sustainability priorities and initiatives through participation by Risk Management Committee on Enterprise Risk Management Report and annual approval on Sustainability Report.
		The Board is mindful of the need to keep abreast of external trends and has agreed to devote more time for learning and sharing of sustainability matters and practices.
		The Board continues to broaden its knowledge base on ESG related matters through a wide range of training programmes as well as other related engagements, ranging from sustainable finance, climate change, and general ESG training and development programmes.
		Going forward, ESG related risks such as risks arising from climate change including physical, transitional and legal risks are being progressively embedded into the Group's risk register. From the risk register, the Board is able to develop an oversight and mitigation measures for the said risk factors.
Explanation for departure	:	
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Measure	:	
Timeframe	:	

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

Practice 4.4

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

Application	:	Applied
Explanation on application of the practice	:	The evaluation on the performance of Board and Senior Management has been included in the "Annual Board Performance Evaluation Form" in order to monitor the performance of the Executive and Senior Management of the Company as part of the strategy to address sustainability risks and opportunities.
Explanation for departure	:	
Large companies are re	auii	red to complete the columns below. Non-large companies are encouraged
to complete the column	•	
Measure	:	
Timeframe	:	

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

Practice 4.5- Step Up

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

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

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

Practice 5.1

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

Application :	Applied	
Explanation on : application of the practice	The Nomination Committee assesses the experience, the tenure, and diversity required collectively for the Board and ensures that it is refreshed so that it can discharge its duties effectively. Nomination Committee annually reviews the performance of those Director who is seeking re-election based on competency, skill set requirements, fit and proper criteria and independence to make the	
Explanation for : departure	final decision for approval.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 5.2

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

Application :	Applied
Explanation on : application of the practice	As at the date of this CG Report, the Board comprises of 6 Directors with 1 Executive Director, 1 Non-Independent Non-Executive Director and 4 Directors are Independent Non-Executive Director, hence constituted more than 50% of the Board comprises independent directors. The Chairman holds the position of Non-Independent Non-Executive Director. The composition of the Board has also complied with Paragraph 15.02(1) of MMLR.
Explanation for : departure	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :	

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

Practice 5.3

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

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

Application	Not applicable - No independent Director(s) serving beyond 9 years
Explanation on application of the practice	
Explanation for departure	
Large companies are regu	ired to complete the columns below. Non-large companies are encouraged
to complete the columns	
Measure	
Timeframe :	

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

Practice 5.4 - Step Up

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

Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.		
Application		Not Adopted
Application	•	Not Adopted
Explanation on		
•	•	
adoption of the		
practice		
•		

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

Practice 5.5

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

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

Application	:	Applied
Explanation on application of the practice	÷	The Board is committed to ensure diversity in its composition and acknowledged that adopting a diverse Board and Senior Management would bring value-added impacts on the Company. Board and Senior Management comprise people from various professional background, business experiences, having diversified skills in managing their respective portfolios as disclosed in the Annual
		Report.
		The Nominating Committee is delegated to review the CV and other relevant information of the candidates prior to his/her appointment. The recommendation is then tabled to the Board for approval with other Board members sharing public information where applicable.
Explanation for departure	•••	
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to complete the colu	ımns be	elow.
Measure	:	
Timeframe	:	

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

Practice 5.6

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

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

Application :	Applied
Explanation on : application of the practice	For the appointment of new Director(s), the Nomination Committee will rely on various sources such as recommendations from existing Directors, major shareholders, and independent sources through external parties, if any. The process for identifying and nominating new candidates for appointment as Director, and re-election and re-appointment of existing Directors entails the following steps: (i) Skills and Gaps Analyses; (ii) Identification/Selection; (iii) Meet Fit & Proper Criteria; (iv) Nomination Committee deliberation; and (v) Recommendation for Board approval In the case of Independent Director, the Nomination Committee will consider whether he/she is independent in the context of the Listing
	Requirements.
Explanation for : departure	
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Timeframe :	

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

Practice 5.7

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

Application	:	Applied
Explanation on application of the practice	÷	The performance of retiring Directors who are recommended for re- election at the forthcoming AGM would be assessed through the Board and Board Committee evaluation which includes the independence of Independent Non-Executive Director, if any. The profile of the Directors who are due for retirement and eligible for re-election is set out in the 2025 Annual Report of the Company.
		The information on Directors standing for re-election and the justification from the Board to support the re-election of Directors are disclosed in the Explanatory Notes to the Notice of 18th Annual General Meeting.
Explanation for departure	:	
Large companies are	requir	red to complete the columns below. Non-large companies are encouraged
to complete the colur	nns be	elow.
Measure	:	
Timeframe	:	

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

Practice 5.8

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

Application	:	Applied
Explanation on application of the practice	:	The Nominating Committee Chairman is Dato' Dr. Hj. Shamsul Anwar Bin Sulaiman, an Independent Non-Executive Director.
Explanation for departure	:	
Large companies are re	equir	red to complete the columns below. Non-large companies are encouraged
to complete the columns below.		
Measure	:	
Timeframe	:	

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

Practice 5.9

The board comprises at least 30% women directors.

Application	Departure
Explanation on application of the practice	
Explanation for departure	The Board is prepared of the best practice recommended by Securities Commission Malaysia under the Malaysian Code on Corporate Governance for at least 30% women directors on Board. Instead, the Company had appointed a female Director on 21 Feb 2023, Noor Hazley Zuana Binti Mamat as an Independent Non-Executive Director which constitute 17% of female director. Although the Company has not reached the 30% women representation target at the Board level, the Board decisions are made objectively in the best interests of the Group taking into account diverse perspectives and insights. It is important to note that the Company does not discriminate agains female candidates. The Board constantly advocates fair and equal participation and opportunity for all individuals of the right calibre.
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Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.10

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

Application	Departure
Explanation on application of the practice	
Explanation for departure	The Board currently does not adopt any policy on boardroom diversity, such as gender and age. The gender balance in the construction industry in general remains male dominated. The Board is of the view that while it is important to promote diversity, the normal selection criteria of a Director and senior management based on effective blend of competency, skills, experiences and knowledge in areas identified by the Board should remain a priority. At the date of this CG Report, the Board and Senior Management comprises with age ranging from 38-68 years.
Large companies are requ to complete the columns	ed to complete the columns below. Non-large companies are encouraged clow.
Measure	
Timeframe	

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

Practice 6.1

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

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

_		v to qualify for adoption of this practice, it must undertake annual board independent expert at least every three years to facilitate the evaluation.
Application	:	Applied
Explanation on application of the practice	:	The Board has delegated to the Nomination Committee to carry out annual assessment on performance and effectiveness of the Board, Board Committees, individual Director and independence of Directors. The Nomination Committee has assessed and evaluated the
		performance and effectiveness of the Board, Board Committees and individual Directors, conducted an assessment on the independence of the Independent Directors based on specific criteria of independence as per the Listing Requirements and their tenure of service as Independent Directors of the Company. The Nomination Committee has also reviewed the Board and Board Committees' composition, skills, diversity, training requirements and development of the Directors. Thereafter, the recommendations of the Nomination Committee were tabled to the Board.
		The evaluation was conducted internally and the Board viewed that the current evaluation process is adequate to provide an objective assessment on the effectiveness of the Board, Board Committees and each individual Director.
		The Board and Board Committees are satisfied with their existing composition and are of the view that, with the current mix of skills, knowledge, experience and strength of the existing Directors and the independence of the Independent Directors, the Board and respective Board Committees are able to discharge their duties effectively.
Explanation for departure	:	

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Measure		
Timeframe		

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

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

Practice 7.1

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

Application	: Applied
Explanation on	: The Remuneration Committee members are all independent, non-
application of the	executive directors. The remuneration of directors and senior
practice	management are recommended by the Remuneration Committee,
	tabled and approved by the Board, furthermore, the remuneration of
	directors will be subsequently approved by shareholders.
Explanation for	
departure	
Large companies are requ	rired to complete the columns below. Non-large companies are encouraged
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Measure	
Timeframe	

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

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

Practice 7.2

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

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

Application	Applied
Explanation on	The Remuneration Committee reviews and recommends matters
application of the	relating to the remuneration of board and senior management. The
practice	Committee has written Terms of Reference published on the
	Company's corporate website:
	http://www.infraharta.com/investor-relations/corporate-governance
Explanation for	
departure	
Large companies are requ	ired to complete the columns below. Non-large companies are encouraged
to complete the columns	
Measure	
Timeframe	

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

Practice 8.1

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

Application	:	Applied
Explanation on	:	The financial year end of the Group had been changed from 31 March
application of the		2025 to 30 June 2025. The range and aggregate remunerations received
practice		by Directors for the financial period ended from 1 April 2024 to 30 June
		2025 (15 months) are categorized as follows:-

				Company							Group					
No	Name	Directorate	Fee	Allowance	Salary	Bonus	Benefits-in- kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in- kind	Other emoluments	Total
1	Law Ngia Meng	Executive Director	-	-	225,000	-	-	35,374	260,374	-	-	225,000	-	-	35,374	260,374
2	Wong Kwai Wah	Non-Executive Non- Independent Director	75,000	4,000	-	-	13,281	-	92,281	75,000	4,000	-	-	13,281	-	92,281
3	Dato' Sri Hj. Wan Adnan Bin Wan Mamat	Independent Director	180,000	4,800	-	-	6,000	-	190,800	180,000	4,800	-	-	6,000	-	190,800
4	Chai Hann Lin	Independent Director	75,000	12,000	-	-	-	-	87,000	75,000	12,000	-	-	-	-	87,000
5	Dato' Dr. Hj. Shamsul Anwar Bin Sulaiman	Independent Director	75,000	12,000	-	-	-	-	87,000	75,000	12,000	-	-	-	-	87,000
6	Noor Hazley Zuana Binti Mamat	Independent Director	75,000	11,200	-	-	-	-	86,200	75,000	11,200	-	-	-	-	86,200

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

Practice 8.2

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

Application :	Departure
Explanation on : application of the practice	
Explanation for : departure	The Board considers the information on the remuneration of senior management personnel to be highly confidential, sensitive and proprietary in view of the competitive nature of the industry. The Board believes that the existing remuneration related policies, practices and processes are sufficient and produced the desired positive result. The Company has disclosed in its Annual Report 2025, the total remuneration of the top five senior management personnel on an unnamed basis.
Large companies are required to complete the columns by	red to complete the columns below. Non-large companies are encouraged pelow.
Measure :	
Timeframe :	

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

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

Practice 8.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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

There is an effective and independent Audit Committee.

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

Practice 9.1

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

Application	:	Applied		
Explanation on	:	Noor Hazley Zuana Binti Mamat was appointed as the Chairlady of the		
· ·	-	,		
application of the		Audit Committee while Dato' Sri Hj. Wan Adnan Bin Wan Mamat was		
practice		appointed as Chairman of the Board.		
Explanation for	:			
departure				
departure				
Large companies are required to complete the columns below. Non-large companies are encouraged				
to complete the columi	ns be	elow.		
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There is an effective and independent Audit Committee.

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

Practice 9.2

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

Application :	Applied		
Explanation on : application of the practice	The Audit Committee comprises 3 members, all of whom are Independent Non-Executive Directors.		
•	At present, none of the members of the Audit Committee is a former key audit partner of the Company's External Auditors.		
	The Board will observe a cooling-off period of at least 3 years in the event any potential candidate who is a former key audit partner is being considered for appointment as a member of the Audit Committee.		
	Such requirement is stated in the Terms of Reference of the Nomination Committee, and the Policies and Procedures to Assess The Suitability, Objectivity And Independence Of The External Auditors, which are available online at https://www.infraharta.com		
Explanation for : departure			
Large companies are requir	red to complete the columns below. Non-large companies are encouraged		
to complete the columns be	elow.		
Measure :			
Timeframe :			

There is an effective and independent Audit Committee.

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

Practice 9.3

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

Application :	Applied
Application	Applica
Explanation on :	The Audit Committee conducts annual evaluation on the performance
application of the	of the external auditors to annually assess their suitability, objectivity,
practice	and independence, and undertake follow-up measure, where required.
practice	and independence, and undertake ronow up incasure, where required.
	The Audit Committee shall obtain unitten confirmation from the
	The Audit Committee shall obtain written confirmation from the
	external auditors that they are, and have been, independent in
	accordance with all relevant professional and regulatory requirements.
Explanation for :	
departure	
Large companies are requi	led to complete the columns below. Non-large companies are encouraged
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to complete the columns be	eiow.
Measure :	
Timeframe :	

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted
Explanation on adoption of the practice	:	All the Audit Committee members are Independent and Non-Executive Directors.

There is an effective and independent Audit Committee.

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

Practice 9.5

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

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

Application :	Applied		
Explanation on :	The Audit Committee members are from various backgrounds including		
application of the	financial, corporate and business. The profiles of the Audit Committee		
practice	members are provided in the Annual Report 2025.		
	Training of the Audit Committee members are undertaking continuous professional development to keep themselves abreast of relevant		
	development by participation in various training programs in which the		
	Seminar/Training attended has been disclosed in the Annual Report 2025. In addition, the external auditors have also updated the Audit		
	Committee on key areas of Financial Reporting updates, any new		
	adoption of Financial Reporting Standards and other regulatory		
	accounting amendments from time to time.		
Explanation for :			
departure			
Large companies are requi	red to complete the columns below. Non-large companies are encouraged		
to complete the columns b	elow.		
Measure :			
Timeframe :			

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

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

Practice 10.1The board should establish an effective risk management and internal control framework.

Application :	Applied		
Explanation on : application of the practice	The Board has established an effective risk management and internal control framework. The Executive Board conducts regular meetings with all business unit heads from time to time to ensure all Group's operations are in accordance with the corporate objectives, business direction, policies and strategies approved by the Board. The Group has outsourced the internal audit function to a professional firm to review and report to the Audit Committee on the risk management and internal control framework.		
Explanation for : departure			
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure :			
Timeframe :			

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

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

Practice 10.2

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

Application	:	Applied		
Explanation on application of the practice	:	The key features of the Risk Management Framework are set out in the Statement on Risk Management and Internal Control as presented in the Annual Report 2025.		
Explanation for departure	:			
Large companies are required to complete the columns below. Non-large companies are encouraged				
to complete the columns below.				
Measure	:			
Timeframe	:			

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

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

Practice 10.3 - Step Up

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

Application	:	Adopted
Explanation on adoption of the practice	:	The Risk Management Committee members are from various backgrounds including financial, corporate and business. The composition of the Risk Management Committee members is as follow: Chai Hann Lin (Chairman) – Independent Non-Executive Director Dato' Dr. Hj. Shamsul Anwar Bin Sulaiman - Independent Non-Executive Director Law Ngai Meng – Executive Director
		Training of the Risk Management Committee members are provided in the Corporate Governance Overview Statement.

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

Practice 11.1

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

Application	Applied
, ipproduction	, ipplied
Explanation on	The Board outsourced the internal audit function of the Company to an
application of the	independent external party to assists the Audit Committee to provide
practice	assurance to management and the Board that all internal controls are
	in place, adequate, and functioning effectively within the acceptable
	level of expectations.
	rever of expectations.
	Details of the Internal Audit functions and activities are set out in the
	Statement of Risk Management and Internal Control of Annual Report
	2025.
	2023.
Explanation for	
departure	
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	ed to complete the columns below. Non-large companies are encouraged
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Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.2

The board should disclose-

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

Application	: Applied		
Explanation on application of the practice	The internal audit functions and activities are set out in the Statement of Risk Management and Internal Control of the Annual Report 2025. The internal audit function has been outsourced to an independent external party and reports to the Audit Committee directly. This reporting structure gives the internal audit function the authority needed and unrestricted access to all operations, records, property and personnel of the Group to promote independence and objectivity. The audit personnel are free from any relationships or conflicts of interest.		
	The internal audit function for the FPE 30 June 2025 consists of 2 personnel and the person responsible for internal audit is as follow:		
	Director-in-charge Qualifications		
	Ms. Tiffany Lim Tian Hun - Member of Malaysian Institute of Accountants (MIA) - Associate Member of Institute of Internal Auditors Malaysia (IIAM)		
	The Internal Auditors is a corporate member of the Institute of Internal Auditors Malaysia (IIAM). The internal auditor conducts the work in accordance with the International Professional Practices Framework for Internal Auditing from the Institute of Internal Auditors and the primary activity is to evaluate and contribute to the improvement of Governance, Risk Management and Control processes of the Group.		
Explanation for departure			
Large companies are red	 quired to complete the columns below. Non-large companies are encouraged		

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

Measure	:	
Timeframe	:	

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

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

Practice 12.1

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

Application :	Applied
Explanation on :	The Company publishes its corporate announcements, quarterly
application of the	results, and annual reports accessible through the Company's website:
practice	https://www.infraharta.com Information regarding the Company's
	businesses, trends, and other information are also available on the
	Company's website.
	 The Annual General Meetings provide the principal platform for
	dialogues and interactions with shareholders. The stakeholder also can
	communicate with the Company through the "Contact Us" section on
	the website.
Explanation for :	
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to complete the columns be	elow.
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There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

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

Practice 12.2

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

Application	:	Departure – Not a Large company
Explanation on application of the practice	:	N/A
Explanation for departure	:	Currently, the Company has not adopted the integrated reporting based on globally recognised framework as it is not mandatory for non-large companies. The Company has a dedicated website, https://www.infraharta.com , designed to assist its stakeholders to make informed decisions.
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

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

Practice 13.1

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

Application	:	Applied
Explanation on application of the practice	•	Notice of AGM will be advertised in the major local newspapers at least 28 days prior to the meeting. The Annual Report 2025 will be despatched to shareholders latest by 31 Oct 2025; giving the required notice of at least 28 days prior to the meeting on 9 December 2025.
Explanation for departure	:	
Large companies are rea	uir	red to complete the columns below. Non-large companies are encouraged
to complete the columns		· · · · · · · · · · · · · · · · · · ·
Measure	:	
Timeframe	:	

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

Practice 13.2

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

A lineting	Anadiad
Application :	Applied
Explanation on :	All Board members attended the previous AGM which was held on 29
application of the	August 2024.
practice	7108001 202 11
•	Unless unforeseen circumstances arise, all Directors are committed to
	attending the upcoming AGM held on 9 December 2025. Their presence
	will offer shareholders direct access to the Board, enabling them to ask
	questions, share concerns, and receive thorough responses from the
	relevant Committee Chairs and Directors. This highlights the Company's
	dedication to maintaining open communication and fostering
	meaningful engagement with shareholders.
Explanation for :	
departure	
Large companies are requir	ed to complete the columns below. Non-large companies are encouraged
to complete the columns be	elow.
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Measure :	
Measure :	

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

Practice 13.3

Listed companies should leverage technology to facilitate-

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

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

Application	:	Applied
Explanation on application of the practice	:	All agendas are properly and clearly briefed to the shareholders prior to the question and voting sessions. Shareholders are given every opportunity to raise questions pertinent to the respective agendas. Each agenda is put to vote after all questions raised by shareholders are answered. The 18th AGM was held physically at Hotel Armada Petaling Jaya. Where possible, the Company will make an effort to conduct its general meetings at a venue that is easily accessible for the convenience of the shareholders. Shareholders are entitled to appoint proxy/proxies to vote on their behalf in their absence at general meetings.
Explanation for departure	:	
Large companies are re to complete the columi	-	red to complete the columns below. Non-large companies are encouraged elow.
Measure	:	
Timeframe	:	

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

Practice 13.4

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

Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient		
		ons and the questions are responded to.
Application		Applied
Application	•	Applica
Explanation on	:	The Chairman of the Board ensured that sufficient opportunities were
application of the		given to shareholders to raise questions relating to the affairs of the
practice		Company by providing ample time for the Question-and-Answer session
		during the AGM.
		The Directors of the Company had responded to relevant questions
		addressed to them during the AGM. The representatives of the external
		auditors were also invited to the AGM to respond to the queries raised
- 1		by the shareholders, if any.
Explanation for	:	
departure		
I .		red to complete the columns below. Non-large companies are encouraged
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Measure	:	
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Timeframe	:	

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

Practice 13.5

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

undertaken to ensure opportunity to pose q	the guestic	adoption of this practice should include a discussion on measures general meeting is interactive, shareholders are provided with sufficient and the questions are responded to. Further, a listed issuer should also a choice of the meeting platform.
	on th	e choice of the meeting platform.
Application	:	Not applicable – only physical general meetings were conducted in the financial year
Explanation on	:	
application of the		
practice		
Explanation for	:	
departure		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
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Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.6

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

Note: The publication of Kingeneral meeting.	ey Matters Discussed is not a substitute for the circulation of minutes of
Application :	Applied
Explanation on : application of the practice	The Minutes of the 17th AGM had been uploaded onto the Company's website within 30 business days after the AGM. The minutes can be accessed through the following URL: http://www.infraharta.com/index.php/investor-relations/shareholders-meeting The minutes serve as a valuable resource for stakeholders, providing a comprehensive understanding of the topics discussed and actions taken at the 17th AGM.
Explanation for : departure	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :	

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

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

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