

## CORPORATE GOVERNANCE REPORT

**STOCK CODE** : 0208  
**COMPANY NAME** : Greatech Technology Berhad  
**FINANCIAL YEAR** : December 31, 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 PURSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA**

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

## SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

### Intended Outcome

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

### Practice 1.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board's primary responsibility is to provide effective leadership and oversight of the Group to ensure sound corporate governance and the long-term sustainable success of the Company for the benefit of shareholders and other stakeholders.</p> <p>In discharging its responsibilities, the Board sets the Group's strategic objectives, values and standards and ensures that necessary resources are in place to achieve the Company's goals.</p> <p>The Board is guided by the Board Charter, which outlines:</p> <ul style="list-style-type: none"><li>• the Company's goals and strategic direction;</li><li>• the Board governance process, including the roles and responsibilities of the Chairman, Board, Independent Directors as well as matters reserved for the Board and those delegated to Board Committees ("<b>Committees</b>");</li><li>• the Board-Management relationship, including the roles and accountability of the Chief Executive Officer ("<b>CEO</b>") and management limitation;</li><li>• Board-shareholders relationship;</li><li>• Stakeholders' engagement;</li><li>• The Code of Conduct &amp; Ethics; and</li><li>• The Whistleblowing Policy.</li></ul> <p><b>Board Committees</b></p> <p>To facilitate the effective discharge of its responsibilities and enhance decision-making, the Board has established 3 Committees upon the Company's admission to the Bursa Malaysia Securities Berhad ("<b>Bursa Securities</b>"):</p> <ul style="list-style-type: none"><li>• Audit and Risk Management Committee ("<b>ARMC</b>")*</li><li>• Remuneration Committee ("<b>RC</b>")</li><li>• Nominating Committee ("<b>NC</b>")</li></ul>

These Committees assist the Board in overseeing key areas such as financial reporting, audit, risk management, remuneration, sustainability, board composition, succession planning and governance matters. Each Committees operates under clearly defined Terms of Reference ("**TOR**"), which set out their duties, authority and reporting responsibilities. The TORs are periodically reviewed by the respective Committees, approved by the Board and made available on the Company's [website](#).

The Chairman and members of each Committee are appointed by the Board. The respective Committee Chairmen report to the Board on matters deliberated, decisions made and key issues arising from their meetings.

#### **Management Working Committees**

In addition to the Board Committees, the Board has established several management-level committees to oversee specific operational and governance matters, including:

- Sustainability Working Group ("**SWG**");
- Integrity Working Group ("**IWG**");
- Long Term Incentive Plans ("**LTIP**") Committee; and
- Executive Risk Management Committee ("**ERMC**").

These committees support the Board in monitoring and administering matters within their respective areas.

#### **Board and Management Responsibilities**

The roles and responsibilities of the Board and Management are clearly defined to ensure effective governance and operational efficiency. The Board provides strategic direction and oversight of the Group's business and affairs, while Management is responsible for implementing strategies, policies and decisions approved by the Board.

In discharging its leadership and fiduciary duties, the Board undertakes the following principal responsibilities:

(i) Reviewing and adopting the Group's strategic plan

The Board reviews and approves the Group's strategic plans developed by Management. Regular updates are provided by the CEO, Chief Project Officer ("**CPO**") and Chief Financial Officer ("**CFO**") at Board meetings on key business matters including strategy, planning, business development, risk management, governance and employee engagement initiatives.

The Board sets the Group's strategic direction and oversees its execution while reviewing business performance and key policies to enhance long-term shareholder value.

For FY2025, the Board comprises Executive Directors, Non-Independent Non-Executive Director and Independent Non-Executive Directors ("**INEDs**"). On 31 December 2025, Mr. Khor Lean Heng retirement as CPO, and was accordingly re-designated as a Non-Independent Non-Executive Director of the Company.

INEDs are individuals of calibre, credibility and experience who provide independent perspectives to ensure balanced and objective decision-making. They constructively challenge Management and monitor the delivery of approved strategies and targets within the risk appetite established by the Board. INEDs also maintain open access to Management at all levels and engage with both external and internal auditors when necessary.

Non-Independent Non-Executive Director contributes valuable industry knowledge and experience, providing continuity and supporting effective oversight of Management while acting in the best interests of the Company.

Executive Director(s) and the Key Senior Management team are responsible for developing strategies, monitoring progress against strategic objectives and managing the Group's day-to-day operations and performance.

(ii) Monitoring the conduct of the Group's business

The Board monitors the conduct of the Group's business through quarterly Board meetings, during which Management presents updates on financial performance, liquidity position, operational progress, market developments, sales outlook, corporate proposals and sustainability matters. These updates enable the Board to assess whether the Group is achieving its strategic objectives and financial targets.

The Board provides guidance and constructive feedback to Management to support the achievement of these objectives.

At each Board meeting, the CEO also briefs the Board on operational developments, challenges, market opportunities and strategic plans. These discussions allow the Board to remain informed of the Group's business activities and provide advice on both short and long-term strategies, including the effective deployment of resources.

During the FY2025, the Board closely monitored the impact of macroeconomic uncertainties and manpower shortages on the Group's operations. Management presented mitigation strategies and action plans to address potential impacts on cash flow, financial performance and business continuity.

(iii) Reviewing the adequacy and integrity of the management information and internal control systems and identifying principal risks and ensuring the implementation of appropriate internal controls and mitigation measures

The Board acknowledges its overall responsibility for the Group's internal control and risk management systems to safeguard shareholders' investment and the Group's assets. During FY2025, the Board formalised and applied the Group's risk appetite in the form of a Risk Appetite Statement which is embedded within the Group's Enterprise Risk Management ("ERM") Framework to guide risk assessment, prioritisation and decision making across the Group. The Board endorsed a Fraud Risk Assessment programme covering various segments of the Group's business, with fraud risk considerations integrated into the Group's broader risk management and internal control processes.

In line with the approved risk appetite, the Group's risk parameters were reviewed and refined to ensure consistency with the Board's risk tolerance levels. The Group's risk parameters were revised to better reflect the Group's risk appetite. The Risk Management Policy and Guideline ("**RMPG**") Documents were updated to incorporate elements of fraud risk management, with revised risk parameters and mitigation measures aligned with the Risk Appetite Statement.

Details of the Company's internal control and risk management systems are set out in the Statement of Risk Management and Internal Control ("**SORMIC**") section of the Annual Report 2025.

(iv) Reviewing and adopting a strategic plan that supports long-term value creation and business sustainability

As in the previous year, the Board reviewed business and financial performance and worked closely with the Management in the shared strategic aims to secure the Group's leading market positions in the long term. The Board monitors the culture of the Company to ensure that it is aligned with the Group's values and strategy.

In addition, informal management groups have been established to review, monitor and take decisions in respect of collaborative partnerships, risk management and environmental, social and governance ("**ESG**") matters. The Group's strong performance demonstrated its financial strength, market leadership and commitment in sustaining the global supply chain in automation.

The Board is aware of the importance of business sustainability and ensures that sustainability is embedded in the development of the Group's strategies and annual plans, taking into account the ESG aspects of business operations. These strategies seek to balance the needs and expectations of the various stakeholders such as customers, shareholders, regulators, bankers and the communities in which the Group operates.

The SWG (established in FY2019) oversees the implementation of business sustainability practices within the Group. The Sustainability Policy with the following aims was endorsed by the Board in FY2019:

- Sustaining the Group's growth and exceeding customers' expectations;
- Fostering a culture of sustainability within the Group;
- Managing the Group's operations in a manner that minimises the Group's environmental and social impacts;
- Encourage its people and senior leaders to embrace sustainability principles and practices into the Group's goals, strategies and business decision.

Details of the Company's sustainability efforts are set out in the Sustainability Report section of the Annual Report 2025.

(v) Promoting a good corporate governance culture within the Group to ensure adherence to high standards of integrity, ethics and professional behaviour

The Board is accountable to the shareholders, and it is ultimately responsible for the Group's adherence to sound corporate governance practices and the highest standard of ethics. The Board believes that sound governance is essential to the success of the Group. The group governance framework continues to drive the highest level of business standards and best practices. The Board assesses and monitors culture and ensures it aligns with the Group's values and strategy. The Board leads by example, acts constructively and respectfully, demonstrating the values that the Group expects across the companies.

The Board has adopted the following codes, policies and programmes to guide the actions and behaviour of Directors, Management and employees of the Group:

- Code of Conduct and Ethics
- Directors' Fit and Proper Policy
- Conflict of Interest Policy
- Delegation of Authority Policy
- Investor Relations Policy
- Related Party Transaction ("RPT")
- Cyber Security Policy
- Safety, Health and Environment Policy

	<ul style="list-style-type: none"> <li>• Share Trading Policy</li> <li>• Tax Policy</li> <li>• Whistleblowing Policy</li> <li>• Anti-Bribery and Anti-Corruption Policy ("<b>ABAC Policy</b>")</li> <li>• Anti-Fraud Policy</li> <li>• Business Partner Anti-Corruption Policy</li> </ul> <p>(vi) <u>Succession planning</u></p> <p>The NC is entrusted by the Board with the responsibilities to oversee the selection and assessment of Directors and Committees as well as succession planning for Directors and Senior Management personnel.</p> <p>The work carried out by the NC in FY2025 is set out in section 5.8 of the Corporate Governance Overview Statement of the Annual Report 2025 and in this report.</p>
<b>Explanation for departure</b> :	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<b>Measure</b> :	
<b>Timeframe</b> :	

### Intended Outcome

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

### Practice 1.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Dato' Ooi Boon Chye ("<b>Dato' BC</b>") was appointed as the Independent Non-Executive Chairman of the Board on 25 August 2023 and provides leadership to the Board in ensuring its effectiveness and promoting high standards of corporate governance.</p> <p>The Chairman is not a member of any Board Committees, allowing him to maintain independence and focus on providing objective leadership to the Board.</p> <p>The roles and responsibilities of the Chairman are set out in Paragraph 4.7 of the Board Charter, which is available on the Company's <a href="#">website</a>. The Chairman is responsible for leading the Board in the adoption and implementation of sound governance practices and ensuring the effective functioning of the Board.</p> <p>As detailed in the Profile of Directors section of the Annual Report 2025, Dato' BC possesses extensive experience across various industries including global manufacturing, manufacturing engineering, outsourcing, procurement, logistics, central planning and quality management. His experience enables him to provide valuable guidance to the Board and facilitate constructive engagement between the Board and Management in formulating and executing the Group's strategies.</p> <p>The Chairman presides over meetings of the Board and shareholders, and promotes open and effective communication between the Board, Management, shareholders and other stakeholders. He also ensures that Board discussions are conducted in a balanced manner and that all Directors are given the opportunity to contribute to the deliberations.</p>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 1.3

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The positions of the Chairman and the CEO are held by separate individuals who are not related to each other. This clear division of responsibilities ensures an appropriate balance of power and authority, such that no individual has unfettered decision-making powers.</p> <p>The distinct roles and responsibilities of the Chairman and CEO are clearly set out in Paragraph 4.7.3 of the Board Charter, which is available on the Company's <a href="#">website</a>.</p> <p>The position of Chairman is held by Dato' BC, while Dato' Seri Tan Eng Kee ("<b>Dato' Seri Tan</b>") serves as the CEO. Dato' Seri Tan was appointed to the Board on 14 May 2018.</p> <p>The Chairman leads the Board in ensuring its effectiveness and provides oversight of the Group's strategic direction and governance practices. The CEO, on the other hand, is responsible for the execution of the Group's strategies, overall business operations and day-to-day management of the Group. The CEO regularly reports to and engages with the Board on key operational, financial and strategic matters.</p> <p>The CEO also facilitates communication between the INEDs and Management to ensure that management actions are aligned with the Board decisions and strategic objectives.</p> <p>To further safeguard the interests of shareholders and other stakeholders, the Board comprises a majority of INEDs, which promotes greater objectivity and independence in Board deliberations and decision-making.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

**Practice 1.4**

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

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>	
<b>Application</b> :	Applied
<b>Explanation on application of the practice</b> :	To maintain checks and balances and ensure independent and objective deliberations by the Board Committees, the Chairman of the Board is not a member of any of the Audit and Risk Management Committee, Nominating Committee or Remuneration Committee.
<b>Explanation for departure</b> :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b> :	
<b>Timeframe</b> :	

## Intended Outcome

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

## Practice 1.5

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is supported by two (2) suitably qualified and experienced Company Secretaries, namely Ms. Yeow Sze Min ("<b>Ms. Yeow</b>") and Ms. Low Seow Wei ("<b>Ms. Low</b>"), who assist the Board in the effective discharge of its duties and responsibilities.</p> <p>Both Company Secretaries are qualified Chartered Secretaries under Section 235(2)(a) of the Companies Act 2016 and are registered with the Companies Commission of Malaysia ("<b>CCM</b>"). Ms. Yeow is a Fellow, while Ms. Low is an Associate member of the Malaysian Association of the Institute of Chartered Secretaries and Administrators ("<b>MAICSA</b>"). They each possess more than 17 years of experience in corporate secretarial practice and currently act as Company Secretaries for several companies listed on Bursa Securities.</p> <p>The Company Secretaries support the Board and Board Committees in ensuring the effective functioning of the Board in accordance with their TOR, applicable laws and governance best practices. They ensure that all Board and Committee meetings are properly convened, facilitate timely information flow between Management and the Board, and ensure that deliberations and decisions are accurately recorded.</p> <p>They advise the Board on corporate governance matters, Directors' fiduciary duties and compliance requirements, including those under the Companies Act 2016, the Company's Constitution, the Bursa Securities Main Market Listing Requirements ("<b>MMLR</b>"), the Malaysian Code on Corporate Governance ("<b>MCCG</b>"), and other relevant regulations. The Company Secretaries also monitor developments in corporate governance and assist the Board in adopting appropriate governance practices.</p> <p>In addition, they facilitate the orientation of newly appointed Directors and act as the Company's liaison with the CCM to ensure that statutory filings and regulatory requirements are complied with in a timely manner.</p>

	<p>During FY2025, the Company Secretaries supported the Board on various governance and regulatory matters, including updates on regulatory developments, Directors' and key officers' dealings in the Company's securities, announcements submitted to Bursa Securities and changes in Board and Board Committee composition. They also issued reminders to Directors and relevant persons on Closed Period requirements in accordance with Paragraph 14.08 of the MMLR.</p> <p>The Company Secretaries attended the Seventh Annual General Meeting ("<b>7<sup>th</sup> AGM</b>") held on 28 May 2025, as well as all Board and Board Committee meetings during FY2025, and ensured that proceedings were properly recorded and conducted in an orderly manner.</p> <p>Both Company Secretaries continuously update their professional knowledge through continuous professional development programs, in line with the requirements of MAICSA.</p> <p>The Board has unrestricted access to the advice and services of the Company Secretaries to enable it to effectively discharge its responsibilities.</p>	
<b>Explanation for departure</b> :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b> :		
<b>Timeframe</b> :		

## Intended Outcome

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

### Practice 1.6

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board meets at least four (4) times a year to review the Group's strategic direction, operational and financial performance, risk management and other significant matters. Additional meetings may be convened when necessary to address urgent or important issues.</p> <p>During FY2025, four (4) Board meetings were held, all of which recorded full attendance by the Directors. The meetings were conducted mainly in a hybrid format, allowing Directors to attend either physically or virtually where required.</p> <p>To facilitate effective participation, the annual Board and Board Committee meeting calendar is prepared and circulated at the beginning of each financial year, allowing Directors to plan their schedules accordingly.</p> <p>Notice of meetings and the relevant Board and Committees meeting papers are circulated to the Directors at least seven (7) days prior to the meeting. The meeting materials include sufficient and relevant information on matters to be deliberated to enable Directors to make informed decisions.</p> <p>All Board and Committees meetings followed a structured agenda and are generally conducted over two (2) days, allowing sufficient time for meaningful discussions and enabling Directors to gain deeper insights into the Group's operations.</p> <p>At each quarterly meeting, the Key Principal Officers, comprising the CEO, CPO and CFO, present updates on the Group's operational and financial performance and address queries from the Board. Other members of Management may be invited to attend meetings to provide detailed explanations on specific matters when necessary.</p> <p>The CEO also provide regular updates to the Board on significant developments relating to the Group, including matters concerning business strategy, sustainability, safety and health, leadership succession, technology developments, risk management and financial performance. The Board has unrestricted access to Management and external advisers and may request additional information or presentation to facilitate its deliberations.</p>

	<p>The Company Secretaries ensures that proper records of Board and Board Committee meetings are maintained. Minutes of meeting are circulated to the Directors and relevant Management personnel in a timely manner for review and comments, and are subsequently tabled at the following meeting for confirmation. The Company Secretaries also follow up with Management on matters arising to ensure that appropriate actions are taken and updates are reported to the Board.</p>	
<p><b>Explanation for departure</b></p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>		
<p><b>Timeframe</b></p>		

### Intended Outcome

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

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

### Practice 2.1

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is guided by a Board Charter which clearly defines the respective roles and responsibilities of the Board, Committees, individual Directors and Management as well as matters reserved for the Board. It serves as a primary reference and induction literature in providing the Board members and Management insights into the functions, governance and conduct of the Board.</p> <p>The Board Charter is designed to promote high standards of corporate governance, ethical behaviour and compliance culture.</p> <p>The core areas of the Board Charter are as follows:</p> <ul style="list-style-type: none"><li>(a) The Group's vision, mission and guidance for the Board</li><li>(b) Board governance process and procedures</li><li>(c) Board and Management relationship</li><li>(d) Board and Shareholders relationship</li><li>(e) Stakeholders' relationship</li><li>(f) Code of Conduct &amp; Ethics</li><li>(g) Whistleblowing</li></ul> <p>The Board has adopted a Board Charter which sets out its primary responsibilities as follows:</p> <ul style="list-style-type: none"><li>• Reviewing and approving the Group's strategic plans, including strategies that support long- term value creation and sustainability;</li><li>• Establishing policies to enhance the Group's performance and ensuring effective execution of business strategies;</li><li>• Identifying principal risks, determining the Group's risk appetite, and ensuring that appropriate internal control and risk management systems are in place;</li><li>• Ensuring effective succession planning for the Board and senior management;</li><li>• Overseeing the development of the investor relations and corporate disclosure framework;</li><li>• Review the adequacy and integrity of the Group's internal control systems and management information systems;</li></ul>

	<ul style="list-style-type: none"> <li>• Promoting a strong corporate governance and integrity culture, including the implementation of the Group's anti-corruption framework;</li> <li>• Approving the Whistleblowing Policy and reviewing whistleblowing matters where appropriate;</li> <li>• Ensuring the integrity and transparency of the Company's financial reporting; and</li> <li>• Reviewing the Management's proposals and monitoring the implementation of approved strategies and plans.</li> </ul> <p>The Board Charter is periodically reviewed and updated to ensure that it remains relevant and aligned with the Board's objectives, regulatory requirements and evolving governance practices.</p> <p>The Board Charter is available on the Company's <a href="#">website</a>.</p>
<b>Explanation for departure</b> :	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<b>Measure</b> :	
<b>Timeframe</b> :	

### Intended Outcome

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

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

### Practice 3.1

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

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

<b>Application</b> :	Applied
<b>Explanation on application of the practice</b> :	<p>The Board is committed to promoting a corporate culture that upholds integrity, ethical conduct and accountability across the Group. In line with this commitment, the Board has established a Code of Conduct and Ethics ("<b>The Code</b>"), which sets out the standards of behaviours expected of Directors, Management and employees in carrying out their duties and responsibilities.</p> <p>The Code forms part of the Group's governance framework and provides guidance on acceptable business practices and ethical behavior. It applies to all Directors, Management and employees of the Group, whether on a full-time or part-time basis.</p> <p>The Code outlines the Group's expectations in maintaining integrity across the following key areas:</p> <ul style="list-style-type: none"><li>(i) Integrity in the Marketplace<ul style="list-style-type: none"><li>• Product Quality and Safety</li><li>• Fair competition and anti-trust practices</li></ul></li><li>(ii) Integrity in Workplace<ul style="list-style-type: none"><li>• Dignity and respect in the workplace</li><li>• Prevention of abuse of power</li><li>• Environmental, health and safety practices</li><li>• Prevention of discrimination and harassment</li></ul></li><li>(iii) Integrity within the Group<ul style="list-style-type: none"><li>• Compliance with applicable laws and regulations</li><li>• Management of conflicts of interest</li><li>• Protection of confidential and non-public information</li><li>• Proper use of company assets</li><li>• Anti-bribery and anti-corruption</li><li>• Anti-fraud practices</li><li>• Gifts, entertainment and hospitality</li><li>• Charitable donations and sponsorships</li><li>• Prevention of insider trading</li></ul></li></ul>

- (iv) Integrity in the Community
- Anti-money laundering and prevention of terrorist-related activities
  - Prohibition of forced or child labour

The Code is communicated internally and externally to reinforce ethical conduct in the Group's operations. Mechanisms are also in place to enable the reporting of suspected misconduct, including fraud, corruption and unethical behavior. Management is responsible for implementing and monitoring compliance with the Code, and any significant breaches are reported to the ARMC and to the Board.

During FY2025, there were no known material breaches of the Code by Directors or employees.

The Group also expects its suppliers and business partners to maintain similar ethical standards. Accordingly, the Supplier Code of Conduct and Ethics ("**Supplier Code**") outlines the Group's expectations in areas such as integrity, human rights, anti-corruption and environmental responsibility. During FY2025, there were no known material breaches of Supplier Code by suppliers.

To reinforce the principles of the Code, the Group has implemented several supporting governance policies, including:

- (a) **Conflict of Interest Policy** – established on 25 November 2019 and updated in August 2023, requires Directors and employees to declare actual or potential conflicts of interest. Employees submit annual conflict of interest declarations, while Directors disclose conflict to the Board as and when they arise. In Board's view, this procedure operated effectively during the financial year under review.
- (b) **Directors' Fit and Proper Policy** – established in May 2022 and updated in November 2025 to ensure that individuals appointed or re-elected as Director possess the necessary integrity, competence and experience.
- (c) **Anti-Bribery and Anti-Corruption ("ABAC") Framework & Policy** – implemented since 2019 and updated in November 2025 to ensure compliance with anti-corruption laws, including Section 17A of the Malaysian Anti-Corruption Commission Act 2009. The Group conducts Corruption Risk Management training for employees in key functions and performs periodic corruption risk assessments, the results of which are reported to ARMC. During FY2025, no substantiated bribery and corruption cases were reported.
- (d) **Share Trading Policy** - adopted in June 2019 and updated in November 2024 to guide Directors, Key Principal Officers and Identified Employees in complying with regulations relating to insider trading.

	<p>(e) <b>Anti-Fraud Policy</b> - implemented in November 2019 to strengthen fraud prevention and detection measures. The Group maintains a zero-tolerance to fraud.</p> <p>(f) <b>Related Party Transaction Policy &amp; Procedures ("RPT Policy &amp; Procedures")</b> - adopted in August 2019 and updated in November 2024 to ensure related party transactions are conducted at arm's length and in compliance with regulatory requirements.</p> <p>The Group also conducts periodic awareness programmes and training sessions to ensure employees remain informed of the latest governance policies and procedures.</p> <p>The Code and ABAC Policy are published on the Company's <a href="#">website</a> in line with Practice 3.1 of the MCCG and are periodically reviewed by the Board to ensure they remain relevant and aligned with regulatory requirements and governance best practices.</p>	
<p><b>Explanation for departure</b></p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>		
<p><b>Timeframe</b></p>		

### Intended Outcome

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

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

### Practice 3.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has established a Whistleblowing Policy to provide a formal channel for employees and stakeholders to report concerns relating to unethical, unlawful or improper conduct within the Group.</p> <p>The Whistleblowing Policy was first adopted in June 2019 and was most recently revised in November 2025 to reflect operational updates and strengthen the reporting framework.</p> <p>The Board recognises that an effective whistleblowing mechanism is essential and promotes transparency, accountability and ethical business conduct. The Policy encourages employees and external stakeholders to raise genuine concerns regarding any suspected misconduct without fear of reprisal or intimidation.</p> <p>Under the Policy, whistleblowing reports may be made by employees, Directors, shareholders, consultants, vendors, contractors, outside agencies, business associates or members of the public who have dealings with the Group. Reports may relate to matters such as fraud, corruption, misconduct, breach of laws or regulations or non-compliance with the Group's policies and procedures.</p> <p>The Policy outlines the appropriate channels and procedures for raising concerns, including reporting to the employee's immediate superior, the CEO, CPO, Independent Non-Executive Chairman or the Chairman of the ARMC, where appropriate.</p> <p>All whistleblowing disclosures are treated with strict confidentiality. The identity of the whistleblower is protected and safeguards are in place to ensure that whistleblowers are protected from any form of retaliation, intimidation or adverse consequences arising from the disclosure. Any unauthorised disclosure of a whistleblower's identity may result in disciplinary action.</p>

	<p>Upon receipt of a report, an Investigating Officer may be appointed by the CEO or CPO to conduct an investigation. Where the allegation involves members of the Senior Management or the Board, the investigation will be overseen by the Independent Non-Executive Chairman or the Chairman of the ARMC. The findings of the investigation will be reported to the relevant authority within the Group, and significant matters will be escalated to the ARMC and the Board for further deliberation and action where necessary.</p> <p>Records of whistleblowing reports and investigation outcomes are maintained, and the whistleblower will be informed of the outcome of the investigation, where appropriate.</p> <p>During FY2025, no whistleblowing reports were received by the Group.</p> <p>The Whistleblowing Policy is published on the Company' <a href="#">website</a> in line with Practice 3.2 of the MCCG and is periodically reviewed by the Board to ensure it remains effective and relevant.</p>	
<p><b>Explanation for departure</b></p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>		
<p><b>Timeframe</b></p>		

### Intended Outcome

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

### Practice 4.1

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

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board oversees the Group's sustainability agenda, including sustainability-related risks and opportunities, climate-related considerations and the effectiveness of the Group's sustainability framework. In exercising its duties, the Board takes into account sustainability factors when reviewing the Group's strategies, business plans, major investments and risk management framework, ensuring that appropriate controls and policies are in place to support sustainable business practices.</p> <p>The Board's commitment to sustainability was formalised following its listing, with the establishment of the SWG on 26 August 2019. The SWG is chaired by the Group CEO and comprises representatives from key functional departments. The SWG is responsible for driving the implementation of the Group's sustainability initiatives, monitoring progress and reporting regularly to the Board.</p> <p>The Board has adopted a Sustainability Policy, which outlines its commitment to sustainable development based on three key pillars: People (Social), Planet (Environmental) and Profit (Economic). These principles guide the Group's approach in balancing business growth and profitability with responsible environmental stewardship, employee wellbeing and ethical business conduct.</p> <p>During FY2025, the SWG held regular meetings to review and discuss sustainability initiatives and performance across the Group. Key areas of focus included employee engagement programmes, employee survey outcomes, corporate social responsibility ("<b>CSR</b>") activities, compensation and benefits reviews, as well as workplace health and safety measures to enhance employee wellbeing and minimises occupational risks.</p>

	<p>Management is responsible for implementing the Group's sustainability strategies, establishing relevant sustainability targets and performance indicators, and providing regular updates to the Board on the Group's ESG performance and initiatives. The Board reviews these updates to ensure that sustainability considerations remain embedded in the Group's strategic planning and operational activities.</p> <p>The Group continues to leverage its expertise in factory automation solutions to contribute positively to sustainability objectives. Many of its products and solutions support industries aligned with global ESG priorities, including renewable energy, electric mobility, healthcare and advanced manufacturing technologies, which promote efficiency, innovation and responsible resource use.</p> <p>Since 2022, the Group has progressively strengthened its sustainability agenda, including the integration of ESG-related performance indicators into the Key Result Area ("<b>KRA</b>") of senior management, including the CEO, CFO and CPO. This reinforces accountability for sustainability performance alongside financial and operational objectives.</p> <p>The Board remains committed to ensuring that the Group's sustainability practices continue to evolve in line with regulatory expectations and stakeholder interests, while creating long-term value for shareholders, employees, customers and the communities in which the Group operates. Further details on the Group's sustainability initiative and performance are set out in the Sustainability Report.</p>	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 4.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board recognises the importance of transparent and meaningful engagement with stakeholders to build trust, enhance accountability and support effective governance. In this regard, the Board ensures that the Group's sustainability strategies, priorities, targets and performance are appropriately communicated to both internal and external stakeholders.</p> <p>The Group's sustainability strategy is guided by a materiality assessment, which identifies sustainability matters that are most significant to the Group and its stakeholders. This assessment enables the Group to focus on areas that have greatest impact on its business and long-term value creation. In determining the material sustainability topics, the Board also consider developments in the external environment and evaluates sustainability-related risks and opportunities relating to areas such as climate change, environmental management, health &amp; safety, human rights, and anti-bribery and corruption.</p> <p>The Group adopts various communication channels to engage with stakeholders, including digital platforms, corporate disclosures and stakeholder engagements. Since 2019, the Company has been publishing its annual sustainability reports, which provides comprehensive disclosure on the Group's sustainability strategies, initiatives and performance, reinforcing the Group's commitment to transparency and accountability.</p> <p>Internally, the Group promotes sustainability awareness among employees through continuous engagement initiatives, programmes and educational activities aimed at encouraging responsible practices such as energy conservation, waste reduction and resource efficiency. These initiatives support the integration of sustainability considerations into daily operations and decision-making across the organisation.</p> <p>Management provides regular updates to the Board on the Group's sustainability initiatives, material sustainability indicators and progress towards sustainability targets to support the Board's oversight of sustainability matters.</p>

	<p>The Group also communicates sustainability-related information through corporate announcements, investor engagement and other public disclosures, ensuring that analysts, institutional investors and the wider stakeholder community remain informed of the Group's sustainability efforts and progress.</p> <p>Further details on the Group's sustainability strategies, priorities, stakeholder engagements and performance are provided in the Sustainability Report, which forms part of the Company's Annual Report 2025.</p>	
<p><b>Explanation for departure</b></p>	<p>:</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>	<p>:</p>	
<p><b>Timeframe</b></p>	<p>:</p>	

### Intended Outcome

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

### Practice 4.3

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

<b>Application</b> :	Applied
<b>Explanation on application of the practice</b> :	<p>The Board recognises the importance of remaining well-informed on sustainability matters, including climate-related risks and opportunities, that may impact the Group's business and long-term value creation. In this regard, the Board takes appropriate steps to ensure it remains abreast of relevant sustainability developments, emerging risks and regulatory expectations.</p> <p>The Board reviews the Group's strategic objectives, financial targets and ESG performance on a regular basis. In addition, the Board evaluates the Group's overall risk profile, including sustainability-related risks associated with areas such as talent attraction and development, supply chain management, product quality and safety and environmental considerations.</p> <p>During FY2025, the Group conducted two climate risk and opportunity assessment as part of its ongoing efforts to strengthen its sustainability governance and risk management framework. The assessments involved engagement with key stakeholder groups to reassess and prioritise the Group's most material sustainability matters. The findings and recommendations from these assessments were presented to the Board by the CFO, together with external consultants, and included the following key areas:</p> <ul style="list-style-type: none"><li>• Updated materiality matrix evaluated by the SWG</li><li>• Identification of the Group's sustainability priorities</li><li>• Updates on the Group's ESG strategy, action plans and initiatives</li><li>• Enhancements to the Enterprise Risk Management ("<b>ERM</b>") framework, including climate-related risks, opportunities and mitigation measures</li></ul> <p>Stakeholder feedback obtained through the materiality assessment process provided valuable insights into key economic and ESG topics relevant to the Group. These insights formed part of the Board's deliberations and supported informed decision-making on sustainability-related matters.</p> <p>The materiality matrix also serves as a foundation for the ongoing refinement of the Group's ESG strategy, supporting the Group's broader mission of delivering technology solutions that contribute to industrial sustainability and responsible manufacturing.</p>

	<p>In addition, the Board receives periodic updates on developments in sustainability reporting standards, regulatory requirements and governance practices. During the year, the External Auditors presented updates to the Board and Board Committees on evolving reporting requirements and regulatory developments relating to sustainability, climate change and ESG disclosures.</p> <p>Through these engagements and ongoing updates, the Board remains informed of current and emerging environmental and sustainability issues, enabling it to incorporate relevant sustainability considerations into its strategic oversight and decision-making processes.</p> <p>FY2025 Sustainability-related briefings to the Board:</p> <table border="1" data-bbox="596 759 1337 1070"> <thead> <tr> <th>Date</th> <th>Topic</th> <th>Presenter</th> </tr> </thead> <tbody> <tr> <td>Feb 2025</td> <td>Climate Risk &amp; Opportunity Review</td> <td>External Consultant</td> </tr> <tr> <td>Aug 2025</td> <td>ESG Strategy &amp; Materiality Review</td> <td>CFO</td> </tr> <tr> <td>Aug 2025</td> <td>Climate Risk &amp; Opportunity Review</td> <td>External Consultant</td> </tr> <tr> <td>Aug 2025</td> <td>Sustainability Reporting &amp; Regulatory Updates</td> <td>External Consultant</td> </tr> </tbody> </table>	Date	Topic	Presenter	Feb 2025	Climate Risk & Opportunity Review	External Consultant	Aug 2025	ESG Strategy & Materiality Review	CFO	Aug 2025	Climate Risk & Opportunity Review	External Consultant	Aug 2025	Sustainability Reporting & Regulatory Updates	External Consultant
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### Intended Outcome

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

### Practice 4.4

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.

<b>Application</b> :	Applied
<b>Explanation on application of the practice</b> :	<p>Since FY2022, sustainability-related metrics have been incorporated into the KRAs of Senior Management, including CEO, CPO and CFO. These metrics are linked to remuneration and cover key areas such as economic growth, employee turnover and compliance-related indicators, thereby reinforcing accountability for the Group's sustainability performance.</p> <p>The Board also evaluates its own effectiveness annually, which includes assessing its oversight of material sustainability risks, opportunities and ESG matters. Based on the evaluation conducted for FY2025, the Board identified several areas for further enhancement:</p> <ul style="list-style-type: none"><li>(i) strengthening sustainability knowledge and competencies among Directors through targeted training and professional development programmes to deepen their understanding of evolving ESG challenges and regulatory developments; and</li><li>(ii) enhancing the Board's focus on sustainability initiatives to support positive sustainability outcomes across the Group.</li></ul> <p>All Directors had attended the Mandatory Accreditation Programme Part II: Leading for Impact, which included training on sustainability-related matters. This programme provided Directors with a stronger foundation to understand and oversee sustainability risks and opportunities relevant to the Group.</p> <p>The Board also regularly reviews the Group's principal and emerging risks, including sustainability and climate-related risks, as part of the Group's risk management framework. Climate change and sustainability risks have been incorporated as a separate principal risk category, reflecting the growing importance of these issues to the Group's operations and long-term strategy.</p> <p>In addition, the Board reviews and approves key policies that support the Group's sustainability governance, including updates to the Code of Conduct &amp; Ethics, Business Continuity Policy and Risk Management Policy and Procedures. The Board also receives regular updates on health, safety and wellbeing matters i.e. injury rates, safety incidents and risk assessment results.</p>

	<p>Through these measures, the Board ensures that sustainability considerations remain embedded in the Group's governance framework and that both the Board and Senior Management remain accountable for the effective management of sustainability-related risks and opportunities.</p>	
<p><b>Explanation for departure</b></p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>	<p>:</p>	
<p><b>Timeframe</b></p>	<p>:</p>	

### Intended Outcome

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

### Practice 4.5- Step Up

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

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

<b>Application</b>	:	Applied
<b>Explanation on adoption of the practice</b>	:	<p>The SWG, led by the Group CEO, is responsible for overseeing the planning and implementation of the Group's sustainability strategies and initiatives across the organisation. The SWG comprises representatives from key functional departments and supports the execution of sustainability-related programmes within the Group.</p> <p>The Group CFO has been designated to oversee the strategic management and report on sustainability matters within the Group. This includes ensuring that sustainability considerations are incorporated into operational practices, monitoring the Group's sustainability performance and coordinating the preparation of sustainability disclosure.</p> <p>Updates on the Group's sustainability initiatives and progress are regularly reported and discussed at Executive Management Meeting and ARMC Meetings, in line with the Group's risk review cycle. This enables the Board and Management to monitor sustainability-related risks, opportunities and performance effectively.</p> <p>Through this governance structure, the SWG works closely with Management and Functional Group to identify, evaluate, monitor and manage sustainability risks and opportunities across the Group's economic, environmental and social activities.</p>

	The roles and responsibilities of the respective parties within the Group's sustainability governance structure are as follows:	
	The Board & ARMC	<ul style="list-style-type: none"> <li>• Provide oversight of the Group's sustainability strategy and governance framework.</li> <li>• Monitor sustainability performance and risk management.</li> </ul>
	CEO & CFO	<ul style="list-style-type: none"> <li>• Oversee the overall sustainability strategy and implementation across the Group.</li> <li>• Ensures appropriate policies, processes and systems are in place to support sustainability initiatives.</li> </ul>
	SWG & Business Divisions	<ul style="list-style-type: none"> <li>• Drive the implementation of sustainability initiatives.</li> <li>• Track and monitor progress against the Group's sustainability priorities and objectives.</li> </ul>
<b>Explanation for departure</b>		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 5.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The NC assists the Board in overseeing matters relating to the appointment, re-election and succession planning of Directors and Board Committee members, in accordance with its TOR. The NC plays an important role in ensuring that the Board maintains an appropriate composition, size and balance of skills, experience and diversity to support the Group's strategic direction.</p> <p>On an annual basis, the NC reviews the overall composition and effectiveness of the Board, taking into consideration the required mix of skills, knowledge, experience and other core competencies required to support the Company's strategic direction. This assessment ensures that the Board continues to possess the necessary capabilities to discharge its duties effectively.</p> <p>The effectiveness of the Board as a whole, the Board Committees and the contribution of each individual Director is evaluated annually as part of the Board evaluation process. The results of the evaluation form the basis of the NC's recommendation to the Board on matters relating to the re-election of Directors.</p> <p>In line with the Company's Board Charter, the tenure of an Independent Director is limited to a cumulative term of nine (9) years. This policy supports the progressive refreshment of the Board and helps preserve the independence and objectivity of Independent Directors.</p> <p>During the year, the NC reviewed the tenure of each Director and recommended that the re-election of Directors retiring at the forthcoming Annual General Meeting ("<b>AGM</b>") subject to satisfactory performance evaluation and continued contribution to the Board.</p>
<b>Explanation for departure</b>	:	

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

<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

### Practice 5.2

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

<b>Application</b>	:	Applied																								
<b>Explanation on application of the practice</b>	:	<p>The Board comprises 7 Directors, with a majority of 5 Independent Directors, as follows:</p> <table border="1"><thead><tr><th>No.</th><th>Directorship</th><th>Name</th></tr></thead><tbody><tr><td>1</td><td>Chairman/ INED</td><td>Dato' Ooi Boon Chye</td></tr><tr><td>2</td><td>CEO/ ED</td><td>Dato' Seri Tan Eng Kee</td></tr><tr><td>3</td><td>CPO/ ED *</td><td>Mr Khor Lean Heng *</td></tr><tr><td>4</td><td>INED</td><td>Dato' Ooi Hooi Kiang</td></tr><tr><td>5</td><td>INED</td><td>Dr. Michael Dominic Kirk</td></tr><tr><td>6</td><td>INED</td><td>Dr. Kong Siew Mui</td></tr><tr><td>7</td><td>INED</td><td>Mr Lim Chien Ch'eng**</td></tr></tbody></table> <p>*Mr. Khor Lean Heng has on 31 December 2025 re-designated to Non-Independent Non-Executive Director upon his retirement as CPO in the Company. **Dato' Seri Wong Siew Hai retired as the INED upon the conclusion of the 7<sup>th</sup> AGM. While Mr. Lim Chien Ch'eng was appointed to the Board as an INED with effect from 1 June 2025.</p> <p>The present composition adheres to Paragraph 15.02 of the MMLR and Practice 5.2 of the MCCG as the board comprises a majority of independent directors, in line with the Company's classification as a Large Company.</p> <p>The presence of a majority of Independent Directors promotes objective and independent judgement in Board deliberations, strengthens the effectiveness of checks and balances, and safeguards the interests of minority shareholders and other stakeholders.</p> <p>The Board has reviewed its size and composition and is satisfied that the current structure provides an appropriate balance of skills, experience, knowledge and diversity required to effectively discharge its responsibilities. The Board size is also considered appropriate to facilitate efficient discussions and effective decision-making.</p> <p>The NC conducts an annual assessment of the independence of Directors, based on the criteria set out in the MMLR and relevant Practice Notes. Each Independent Director is also required to submit an annual declaration confirming his/her independence, which forms part of the NC's evaluation.</p>	No.	Directorship	Name	1	Chairman/ INED	Dato' Ooi Boon Chye	2	CEO/ ED	Dato' Seri Tan Eng Kee	3	CPO/ ED *	Mr Khor Lean Heng *	4	INED	Dato' Ooi Hooi Kiang	5	INED	Dr. Michael Dominic Kirk	6	INED	Dr. Kong Siew Mui	7	INED	Mr Lim Chien Ch'eng**
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<b>Explanation for departure</b>	:																									

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

<b>Measure</b> :		
<b>Timeframe</b> :		

### Intended Outcome

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

### Practice 5.3

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

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

<b>Application</b>	:	Not applicable - Step Up 5.4 adopted	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

### Practice 5.4 - Step Up

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

<i>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.</i>	
<b>Application</b>	: Applied
<b>Explanation on adoption of the practice</b>	: The Company has adopted a policy to limit the tenure of the INEDs to a cumulative term of nine (9) years, with no further extension beyond this period. This policy is set out in Paragraph 4.10 of the Board Charter and reflects the Board's commitment to maintaining the independence and objectivity of its Independent Directors while supporting the progressive refreshment of the Board.  The renewal of the INED is subject to satisfactory performance in the annual Board Effectiveness Evaluation, which assesses each Director's contribution, performance and continued ability to discharge his or her responsibility effectively.  As at the date of this report, none of the INEDs have served on the Board for more than nine (9) years.
<b>Explanation for departure</b>	:  
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b>	:  
<b>Timeframe</b>	:  

### Intended Outcome

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

### Practice 5.5

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board believes that a diverse Board is essential in providing broader perspectives, strengthening decision-making and supporting the long-term success of the Group.</p> <p>The NC plays a key role in identifying and recommending suitable candidates for Board appointments. In assessing potential candidates, the NC considers a range of factors including the candidate's qualifications, experience, integrity, competence, independence, time commitment and potential contribution to the Group. For candidates proposed for appointment as Independent Directors, the NC also evaluates their ability to exercise independent judgement and discharge their responsibilities effectively.</p> <p>The Company has adopted a Board and Senior Management Diversity Policy, which aims to promote diversity in the Board's composition while ensuring that the Board collectively possesses the appropriate mix of skills, experience and expertise required to support the Company's strategic direction. Progress in achieving diversity objectives is monitored by the NC as part of its annual review of Board composition.</p> <p>In addition, the Board adopted the Directors' Fit and Proper Policy in May 2022, which establishes a formal and transparent framework for the appointment and re-election of Directors. This policy sets out the criteria for assessing the suitability of candidates, including their integrity, competence, experience and ability to commit sufficient time to the role. The policy is reviewed periodically and was most recently updated in November 2025.</p> <p>During FY2025, following a comprehensive assessment of the candidate's qualifications, experience and alignment with the Directors' Fit and Proper Policy, the NC recommended the appointment of Mr Lim Chien Ch'eng as an INED, which was approved by the Board and became effective in June 2025. The composition of the Board Committees was also reviewed during</p>

the year to ensure alignment with the Directors' expertise and experience. The change of Board Committees' composition was approved by the Board in May 2025.

As at the time of writing, the diversity in the gender, age, race/ethnicity (culture background) and nationality of the existing Board and Key Senior Management is as follows:

	Age Group						Gender	
	35 - 40	41- 45	46 - 50	51 - 55	56 - 60	≥ 61	Male	Female
Number of Directors	0	0	0	0	3	4	5	2
Key Senior Management	1	3	1	3	0	0	6	2

	Nationality	
	Malaysian	Foreigner
Number of Directors	6	1
Key Senior Management	7	1

Prior to recommending any Board appointment, the Chairman and the NC will consider whether the prospective Director is able to devote sufficient time and commitment to effectively discharge his or her responsibilities. Directors are expected to prepare for and attend Board and Board Committee meetings, participate in the AGM and contribute to Board deliberations on strategic and governance matters.

Directors may accept external directorships provided that such appointments do not create conflicts of interest or compromise their ability to discharge their duties to the Company. Directors are required to notify the Chairman and the Secretary before accepting any new external directorships and such appointments will be reported to the Board.

The Board also considers the number of external directorships held by Independent Directors when assessing their ability to devote sufficient time to the Company. Although some Independent Directors hold external appointments, including roles in non-profit organisations, the Board is satisfied that these commitments do not impair their effectiveness or ability to contribute meaningfully to Board deliberations.

All Directors demonstrated strong commitment during FY2025, as reflected by their full attendance at scheduled and ad-hoc Board and Board Committee meetings.

**Explanation for departure** :

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

**Measure** :

**Timeframe** :

## Intended Outcome

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

### Practice 5.6

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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Pursuant to the TOR of the NC, the NC is responsible for identifying, evaluating and recommending suitable candidates for appointment to the Board. While the Board retains the ultimate responsibility for appointing new Directors, the NC undertakes the screening and initial selection process before making its recommendation.</p> <p>In identifying potential candidates, the NC considers individual from a range of sources, including recommendations from existing Directors, Management, industry contacts and external parties and may engage independent professional search firms where appropriate. The NC evaluates each candidate based on a range of criteria including skills, experience, professional qualifications, integrity, independence, competence and the ability to devote sufficient time to discharge their duties effectively.</p> <p>The policies and procedures governing Board appointments are set out in the Board Charter and the TOR of the NC, which establish a clear and transparent nomination process. The process generally involves the following stages:</p> <p>Stage 1: Identification of potential candidates Stage 2: Evaluation of candidates' suitability based on the Board's required mix of skills and experience Stage 3: Meeting with shortlisted candidates to assess their suitability and availability Stage 4: Final deliberation by the NC Stage 5: Recommendation to the Board for approval</p> <p>During FY2025, the above process was applied for the appointment of Mr Lim Chien Ch'eng as an INED, which became effective in June 2025. The NC did not utilise the independent external search firms for this appointment as the candidate was identified through professional networks and the NC was satisfied that he possessed the relevant experience, professional standing, integrity and competencies and met the criteria set out in the Directors' Fit and Proper Policy.</p>

	The Board is satisfied that the nomination process undertaken was objective, transparent and aligned with the Company's governance framework.	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

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

## Practice 5.7

The board should ensure shareholders have the information they require to make an informed decision on the appointment and re-appointment 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 re-appointment of the candidate and the reasons why.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The performance and contribution of Directors seeking re-election are assessed through the annual Board evaluation process, which includes an assessment of the independence of INEDs. Based on this evaluation, the NC makes recommendations to the Board on whether the retiring Directors should be put forward for re-election.</p> <p>For Directors standing for election or re-election at the AGM, the Company provides relevant information to shareholders in the Annual Report and the Notice of AGM, including the Director's profiles, qualifications, experience, directorships in other listed companies and any interests, positions or relationship that may influence, or reasonably be perceived to influence, their ability to exercise independent judgement.</p> <p>The Board and the NC have reviewed the performance of the retiring Directors who offered themselves for re-election at the 7<sup>th</sup> AGM and were satisfied that they continue to demonstrate the necessary commitment, experience and effectiveness in discharging their roles. Accordingly, the Board supports their re-election and has recommended that shareholders vote in favour of the relevant solutions at the AGM.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 5.8

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The NC is chaired by INED, namely Mr Lim Chien Ch'eng, in line with the recommendation of the MCCG.</p> <p>In accordance with the TOR of the NC, the NC comprises no fewer than three (3) members, all of whom are Non-Executive Directors, with a majority being independent Directors.</p> <p>As at the date of this report, the NC comprises exclusively INEDs:</p> <ul style="list-style-type: none"><li>• Mr Lim Chien Ch'eng – Chairman (INED)</li><li>• Dato' Ooi Hooi Kiang - Member (INED)</li><li>• Dr. Kong Siew Mui - Member (INED)</li></ul> <p>During FY2025, the NC convened three (3) meetings and carried out, among others, the following key activities:</p> <ul style="list-style-type: none"><li>• Reviewed the effectiveness of the Board's and Board Committees and reported the results to the Board;</li><li>• Assessed the independence of Independent Directors;</li><li>• Reviewed the re-election of Directors retiring at the Company's 7<sup>th</sup> AGM;</li><li>• Reviewed the performance of the Executive Directors and the Group CFO and reported the outcome to the Board;</li><li>• Reviewed succession planning for the Board and Senior Management to ensure continuity of leadership and alignment with the Group' strategic objectives;</li><li>• Assessed the skills, knowledge, and experience required by the Board and recommended the appointment of Mr Lim Chien Ch'eng as an INED;</li><li>• Reviewed and recommended changes to the composition of the Board Committees for the Board's approval;</li><li>• Reviewed the redesignation of Mr Khor Lean Heng from Executive Director to Non-Independent Non-Executive Director; and</li><li>• Reviewed and recommended amendment to the Directors' Fit and Proper Policy in November 2025.</li></ul>

	The TOR of the NC is available on the Company's <a href="#">website</a> .	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 5.9

The board comprises at least 30% women directors.

<b>Application</b>	:	Departure	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:	<p>As at FY2025, the Board comprises two (2) female Directors out of a total of seven (7) Directors, representing 29% female representation. While this is slightly below the 30% threshold recommended under the MCCG, the Board recognises the importance of gender diversity and remains committed to strengthening diversity at the Board level.</p> <p>The Board believes that diversity encompasses not only gender but also skills, experience, age, cultural background, nationality and professional expertise. The current Board composition reflects a broad range of perspectives and competencies, including international experience and diverse professional backgrounds, which contribute to effective Board deliberations and decision-making.</p> <p>The Company's Board and Senior Management Diversity Policy, first adopted in November 2022 and subsequently updated in November 2024, continues to guide the Board's approach in promoting diversity at both Board and Senior Management levels, including gender diversity.</p>	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:	<p>The Board remains committed to achieving at least 30% women representation on the Board and will continue to consider qualified female candidates in all future Board appointments.</p> <p>In identifying potential candidates, the NC will ensure that female candidates are included in the shortlist, where suitable, while also taking into consideration the required mix of skills, experience and competencies needed to address any identified gaps in the Board's composition.</p> <p>The Board will continue to monitor its progress in achieving the 30% gender diversity target as part of its ongoing review of Board composition.</p>	
<b>Timeframe</b>	:	Others	Subject to availability of the right candidates.

### Intended Outcome

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

### Practice 5.10

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Group recognises the importance of diversity and believes that a diverse Board and Senior Management team enhances decision-making, strengthen governance and supports the sustainable growth of the Group. Diversity is considered across a range of factors including skills, experience, age, cultural background, nationality and gender.</p> <p>The Company has adopted a Board and Senior Management Diversity Policy, which sets out the Group's commitment to promoting diversity at both Board and leadership levels. The policy provides that appointments to the Board and Senior Management are based on objective criteria, merit and with due regard to diversity, including gender diversity.</p> <p>The Board does not discriminate on the basis of ethnicity, age, gender, nationality, political affiliation, religious belief, marital status, educational background or physical ability. Instead, the Board seeks to ensure that the composition of the Board and Senior Management reflects an appropriate balance of competencies, perspective and experiences required to support the Group's strategic objectives.</p> <p>The Board and Senior Management Diversity Policy was updated in November 2024 to further strengthen the Group's commitment to gender diversity and inclusive leadership.</p> <p>As at FY2025, female representation in Senior Management stood at 50%, which exceeds the 30% target for women's participation in Senior Management recommended under the Practice 5.10 of the MCCG.</p> <p>The Board will continue to monitor diversity across the organisation as part of its ongoing review of Board and leadership composition.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

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

### Practice 6.1

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

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

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
<b>Application</b> :	Departure
<b>Explanation on application of the practice</b> :	
<b>Explanation for departure</b> :	<p>For FY2025, the Board conducted an annual evaluation of the effectiveness of the Board, Board Committees and individual Directors, facilitated internally by the Company Secretaries, with oversight from the NC.</p> <p>The assessment was carried out using structured evaluation questionnaires, allowing Directors to provide feedback on various aspects including:</p> <ul style="list-style-type: none"> <li>• The effectiveness and composition of the Board;</li> <li>• The performance of the Board Committees;</li> <li>• The quality of information provided to the Board;</li> <li>• Boardroom processes and decision-making;</li> <li>• The relationship between the Board and Management;</li> </ul> <p>and</p> <ul style="list-style-type: none"> <li>• Oversight of ESG and sustainability matters.</li> </ul> <p>The responses were anonymised and aggregated to encourage open and candid feedback, and the findings formed the basis for a facilitated discussion among the Directors.</p> <p>The Board Committees were evaluated based on their effectiveness, efficiency and the contribution of individual members in supporting the Board in fulfilling its responsibilities. In addition, all Independent Directors confirmed their independence through annual written declarations, which were reviewed by the NC.</p> <p>The results of the evaluation were reviewed by the NC and subsequently presented to the Board for deliberation and identification of areas for improvement.</p>

	<p>Following the assessment, the NC concluded that the Board and its Committees continue to operate effectively, with an appropriate size, composition and balance of skills, experience and independence. The Independent Directors were also assessed to have demonstrated objectivity and independence in their contributions during the Board deliberations.</p> <p>While the MCCG recommends that Large Companies engage an independent expert at least once every three years. However, following a period of strategic board renewal, the Board currently considers its structure to be in a transition phase. To ensure that an external assessment yields truly representative and value-added insights, the Board has elected to defer such engagement until the composition has fully stabilised. For FY2025, the Board conducted an internal evaluation and remains satisfied that the existing process is sufficiently objective and effective in driving Board performance and accountability.</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>	<p>: The Board will consider engaging an independent external facilitator once the Board composition has stabilised to ensure a more robust and value-added assessment.</p>	
<p><b>Timeframe</b></p>	<p>: Others</p>	<p>As and when appropriate</p>

### Intended Outcome

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

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

### Practice 7.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has adopted a Remuneration Policy for the remuneration of Directors and Key Principal Officers, aimed at attracting and retaining highly qualified and experienced individuals to drive the Company's strategy, objectives, values and long-term interests.</p> <p>The Remuneration Policy aligns the interests of Directors and Key Principal Officers with those of shareholders by linking rewards to both the Group and individual performance, thereby supporting long-term sustainability. It provides competitive remuneration packages tailored to roles, responsibilities, expertise, market conditions and relevant benchmarks, designed to motivate and retain key talent.</p> <p>In determining Directors' remuneration, the RC consider factors including:</p> <ul style="list-style-type: none"><li>• Alignment with the Group's objective, culture and strategy;</li><li>• Industry and market remuneration practices;</li><li>• Group performance and individual contributions;</li><li>• Responsibilities, accountability and effort required;</li><li>• Non-Executive Directors' fees reflecting their time, contribution and responsibilities;</li><li>• Executive Directors' packages based on expertise, knowledge and experience; and</li><li>• Comprehensive coverage of fees, salaries, allowances, bonuses, options and benefits-in-kind.</li></ul>

	<p>The Board and RC regularly review the Remuneration Policy's appropriateness and relevance, with the latest update in November 2024. The Remuneration Policy is publicly available on the Company's <a href="#">website</a> .</p>	
<p><b>Explanation for departure</b></p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>		
<p><b>Timeframe</b></p>		

### Intended Outcome

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

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

### Practice 7.2

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The RC, delegated by the Board, is responsible for implementing the Company's Remuneration Policy and reviewing remuneration packages for Directors and Key Principal Officers. The RC makes recommendations to the Board on the remunerations of the Board and Key Principal Officers in accordance with the guiding principles of the policy.</p> <p>The RC comprises exclusively INEDs and operates under written TOR, which defines its authority, duties and access to resources and information. The TOR is available on the Company's <a href="#">website</a>.</p> <p>The current members of the RC are as follows:</p> <ul style="list-style-type: none"><li>• Dr. Kong Siew Mui – Chairman (INED)</li><li>• Dato' Ooi Hooi Kiang – Member (INED)</li><li>• Mr Lim Chien Ch'eng – Member (INED)</li></ul> <p>In FY2025, the RC conducted its annual review of Executive Directors' and CFO's remuneration and submitted recommendations to the Board for approval. This review ensures that remuneration packages remain competitive to attract, retain and motivate high-calibre executives with the requisite skills and experience to manage the Group effectively and achieve its long-term objectives. Executive Directors do not participate in decisions regarding their own remuneration.</p> <p>Remuneration for INEDs reflects their effort, time commitment and responsibilities, including basic fees, meeting allowances and reimbursement of reasonable expenses, ensuring that incentives do not conflict with their duty to provide objective and independent judgement.</p>

	<p>Proposed Directors' fees and benefits for the period from the day after the forthcoming 8<sup>th</sup> AGM until the next AGM will be tabled at for shareholders' approval. Directors with a personal interest will continue to abstain from voting on resolutions concerning their own remuneration, as practiced at the 7<sup>th</sup> AGM in 2025.</p> <p>The Company also provides Directors &amp; Officers ("<b>D&amp;O</b>") insurance to cover liabilities arising from acts committed in their capacity as D&amp;O, excluding liabilities arising from proven negligence, fraud, dishonesty or breach of duty.</p>	
<p><b>Explanation for departure</b></p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>		
<p><b>Timeframe</b></p>		

**Intended Outcome**

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

**Practice 8.1**

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	The detailed disclosure on named basis for the remuneration of individual directors, including the breakdown of individual directors on fees, salary, bonus, benefits in-kind and other emoluments received from the Company and its subsidiary for FY2025 are as disclosed below:

No	Name	Directorate	Company (RM'000)							Group (RM'000)						
			Fee	Meeting Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Meeting Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Dato' Seri Tan Eng Kee	Executive Director	96	-	-	-	-	-	96	96	-	1,200	865	28	249	2,438
2	Khor Lean Heng	Executive Director	96	-	-	-	-	-	96	96	-	483	178	10	81	848
3	Dato' Ooi Boon Chye	Independent Director	96	5	-	-	-	-	101	96	5	-	-	-	-	101
4	Dato' Ooi Hooi Kiang	Independent Director	96	9	-	-	-	-	105	96	9	-	-	-	-	105
5	Dr Michael Dominic Kirk	Independent Director	96	9	-	-	-	-	105	96	9	-	-	-	-	105
6	Dr. Kong Siew Mui	Independent Director	96	9	-	-	-	-	105	96	9	-	-	-	-	105
7	Lim Chien Ch'eng	Independent Director	56	4	-	-	-	-	60	56	4	-	-	-	-	60
8	Dato' Seri Wong Siew Hai	Independent Director	39	5	-	-	-	-	44	39	5	-	-	-	-	44

### Intended Outcome

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

### Practice 8.2

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

<b>Application</b>	:	Departure										
<b>Explanation on application of the practice</b>	:											
<b>Explanation for departure</b>	:	<p>The Company did not disclosed the top five Key Senior Management's remuneration on a named basis in RM50,000 bands due to the confidential and sensitive nature of such information. Given the highly specialised skills required in the Company's business, retaining top talent is critical in a competitive industry. Disclosure of individual remuneration also involves personal data under the Personal Data Protection Act 2010, which requires written consent from the respective personnel, and could impact staff morale and security.</p> <p>As an alternative, the Company has disclosed the aggregate remuneration of its top eight (8) Key Senior Management for FY2025 on a Group basis as below:</p> <table border="1"> <thead> <tr> <th>Remuneration Component</th> <th>RM'000</th> </tr> </thead> <tbody> <tr> <td>Salary and other emoluments **</td> <td>3,927</td> </tr> <tr> <td>Contributions to defined contribution plan</td> <td>543</td> </tr> <tr> <td>Benefits-in-kind</td> <td>596</td> </tr> <tr> <td><b>Total</b></td> <td><b>5,066</b></td> </tr> </tbody> </table> <p>** Including salary, bonus, LTIP and allowances chargeable to income tax</p> <p>Key Senior Management performance is evaluated annually against pre-set targets. Remuneration packages are reviewed each year and adjusted based on both individual performance and contributions, as well as the Company's overall performance.</p>	Remuneration Component	RM'000	Salary and other emoluments **	3,927	Contributions to defined contribution plan	543	Benefits-in-kind	596	<b>Total</b>	<b>5,066</b>
Remuneration Component	RM'000											
Salary and other emoluments **	3,927											
Contributions to defined contribution plan	543											
Benefits-in-kind	596											
<b>Total</b>	<b>5,066</b>											
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>												
<b>Measure</b>	:	The Board will continue to review the application of this practice periodically and assess the appropriateness of such disclosure.										
<b>Timeframe</b>	:	Other As and when appropriate.										

**Intended Outcome**

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

**Practice 8.3 - Step Up**

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

<b>Application</b> :	Not Adopted
<b>Explanation on adoption of the practice</b> :	

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 9.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has established an ARMC to assist the Board in overseeing financial reporting, internal controls, risk management and the performance of the External Auditors. The ARMC reports directly to the Board on all audit-related matters.</p> <p>The ARMC is chaired by Dato' Ooi Hooi Kiang ("Dato' Ooi"), who is not the Chairman of the Board, ensuring the objectivity of the Board's review of the ARMC's findings and recommendations. The Committee comprises four (4) INEDs, with at least one member possessing competence in finance and audit.</p> <p>During FY2025, under Dato' Ooi's leadership, the ARMC:</p> <ul style="list-style-type: none"><li>• Reviewed the External Auditors' audit report and ensured all audit matters were addressed.</li><li>• Met with the External Auditors twice without management present and received assurance that there were no issues or concerns of fraud requiring disclosure.</li><li>• Met with the Internal Auditors once without management present to discuss internal control matters and provide feedback for improvement.</li><li>• Communicated any concerns affecting the Company's financial reporting or audit to the External Auditors.</li><li>• Ensured that the internal audit function is effective and independent, with sufficient coverage as detailed under Practice 11.1 of this Report.</li><li>• Reviewed the audit plans of both External and Internal Auditors to ensure adequate audit coverage.</li><li>• Monitored compliance by Directors and Key Senior Management with the enhanced MMLR on conflict of interest ("COI"), including disclosure of any actual or potential COI in competing businesses.</li></ul>

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

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 9.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>In line with the MCCG, the TOR of the ARMC and the External Auditors Assessment Policy requires a cooling-off period of at least three (3) years before any former partner of the Company's external audit firm and/or its affiliate (including those providing advisory, tax or consulting services) can be appointed as a member of the ARMC. This safeguards the independence and objectivity of the External Auditors.</p> <p>To date, no former audit partner has been appointed to the ARMC, and the Board has no intention to appoint any former key audit partner, ensuring the highest level of auditor independence.</p> <p>The ARMC's TOR is available on the Company's <a href="#">website</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 9.3

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Group's maintains a transparent and professional relationship with its External Auditors through the ARMC, guided by the principles of the MCCG. The ARMC has adopted an External Auditors Assessment Policy, approved by the Board in December 2019 and updated on 1 November 2021, which sets out the procedures for assessing the suitability, objectivity, independence and overall performance of the External Auditors. This is aligned with the ARMC's TOR.</p> <p>In FY2025, the ARMC conducted its annual assessment of Messrs. BDO PLT ("<b>BDO</b>") for the FY2024 audit and was satisfied with their performance and independence. The assessment considered:</p> <ul style="list-style-type: none"><li>• adequacy of audit scope;</li><li>• ability to meet audit deadlines;</li><li>• timeliness in escalating audit issues to the ARMC;</li><li>• allocation of resources to significant audit risk areas; and</li><li>• effectiveness of recommendations in addressing prior audit findings, particularly on internal controls.</li></ul> <p>The ARMC also reviewed BDO's Annual Transparency Report to assess measures taken to uphold audit quality and manage risks.</p> <p>To safeguard auditor independence, the ARMC ensures that:</p> <ul style="list-style-type: none"><li>• External Auditors do not undertake internal audit services;</li><li>• Any non-audit services exceeding RM50,000 require prior ARMC approval; and</li><li>• All non-audit services are disclosed in the ARMC report contained in Annual Report 2025.</li></ul>

	<p>BDO conducts its own independence and compliance checks before accepting engagement, ensuring no conflict of interest. The ARMC obtained written confirmation from BDO that they remained independent throughout the audit engagement. The ARMC also reviewed non-audit services provided by BDO's affiliates and confirmed that the nature and extent of such services did not compromise auditor independence. Separation of specialist teams ensures audit staff do not perform non-audit work for the Group.</p> <p>Based on the assessment, the ARMC was satisfied with the competence and independence of BDO and recommended their re-appointment to the Board. The Board considers BDO's declaration of independence, integrity and objectivity in their audit report sufficient assurance of independence in accordance with MIA By-Laws, and has proposed their re-appointment for shareholders' approval at the forthcoming AGM.</p>	
<b>Explanation for departure</b>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>		
<b>Timeframe</b>		

## Intended Outcome

There is an effective and independent Audit Committee.

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

## Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

<b>Application</b>	:	Applied
<b>Explanation on adoption of the practice</b>	:	<p>In line with the ARMC's TOR, the ARMC is required to have at least three (3) members, all of whom must be Non-Executive Directors, with the majority being independent.</p> <p>The current ARMC is fully comprised of INEDs, ensuring objective oversight of the Company's financial reporting, internal controls and audit processes. Current ARMC members are:</p> <ul style="list-style-type: none"><li>• Dato' Ooi Hooi Kiang – Chairman (INED)</li><li>• Dr. Michael Dominic Kirk – Member (INED)</li><li>• Dr. Kong Siew Mui – Member (INED)</li><li>• Mr Lim Chien Ch'eng – Member (INED)</li></ul>

**Intended Outcome**

There is an effective and independent Audit Committee.

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

**Practice 9.5**

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>All the members of the ARMC are suitably qualified, financially literate and possess the necessary skills, knowledge and experience to discharge their responsibilities effectively. The Chairman, Dato' Ooi, is a member of the MIA. Collectively, the ARMC has a broad range of expertise to critically review the Group's financial reporting, internal controls and risk management processes.</p> <p>Members are able to challenge Management effectively, applying a critical perspective to ensure financial reporting fairly reflects the Group's operations and performance.</p> <p>In FY2025, the NC conducted an annual assessment of the ARMC's effectiveness and composition. The NC concluded that the ARMC's size, mix of skills, experience and competencies were appropriate to meet its responsibilities.</p> <p>All ARMC members undertake continuous professional development to remain current on changes in accounting and auditing standards, regulatory requirements and corporate governance practices. During FY2025, training programs, seminars and forums attended by ARMC members are disclosed in Section 6.1 of "Corporate Governance Overview Statement" of the Annual Report 2025.</p>

	The ARMC is also regularly updated by Management, Company Secretaries, Internal and External Auditors on changes to accounting and auditing standards, MMLR and other relevant regulations that may impact the Group's business and financial statements.	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

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

### Practice 10.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is responsible for ensuring a sound risk management and internal control framework to safeguard the implementation of its strategy, financial performance and shareholders' interests. Oversight of the Group's risk management processes and control environment is delegated to the ARMC, with monitoring conducted through the Executive Risk Management Committee ("<b>ERMC</b>") via regular reports on key risks, action taken and outcomes.</p> <p>The Group has in place an Enterprise Risk Management ("<b>ERM</b>") Framework, aligned with ISO 31000:2018 Risk Management Standards, enables identification, assessment and mitigation of risks based on the Board's established risk appetite and tolerance. The Board conducts bi-annual review of key risk exposure areas and internal control arrangements. Strategic, operational, financial, compliance and sustainability risks including climate change, environmental, health &amp; safety, forced labour, bribery and corruption are reported to the Board and ARMC as appropriate.</p> <p>Management and the outsourced Internal Auditors, Sterling Business Alignment Consulting Sdn Bhd ("<b>Sterling</b>"), regularly reviews and test the effectiveness of internal controls. Material non-compliance or control lapses and corresponding mitigation measures are reported to the ARMC. External Auditor, BDO PLT also reports internal control weaknesses identified during statutory audit. All audit findings and recommendations are reviewed by the ARMC.</p> <p>In FY2025, the ARMC received comprehensive risk reports covering strategic, financial, operational and compliance risks, including climate change-related risks and opportunities. ERM awareness sessions were conducted for all employees to reinforce the importance of risk management and ERM methodology.</p>

	<p>Based on the established ERM Framework, ARMC reviews the work performed by the Internal and External Auditors, the Board is satisfied that the Group's internal controls and risk management systems were adequate and operating effectively throughout FY2025. Details are also disclosed in the SORMIC of the Annual Report 2025.</p>	
<p><b>Explanation for departure</b> :</p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b> :</p>		
<p><b>Timeframe</b> :</p>		

### Intended Outcome

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

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

### Practice 10.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has disclosed the features and effectiveness of the Group's risk management and internal control framework in the SORMIC of the Annual Report 2025. The Board approves the overall risk management strategies while delegating day-to-day risk oversight to the ARMC and ERMC. The role of the ARMC and ERMC are as below:</p> <p><u>The ARMC</u></p> <ul style="list-style-type: none"><li>a) Review the adequacy and effectiveness of the Group's internal control system;</li><li>b) Assess the Risk Management Policy and Procedure ("<b>RMPP</b>") and related activities for identifying, evaluating, monitoring and mitigating risks; and</li><li>c) Provide reasonable assurance to the Board that internal controls are adequate and that the Group's assets are safeguarded against loss or misuse.</li></ul> <p><u>The ERMC</u></p> <ul style="list-style-type: none"><li>d) Communicate the Board's vision, strategy, policies and responsibilities across the Group;</li><li>e) Identify current and potential risks and develop management action plans;</li><li>f) Monitor risk profile and organisational performance;</li><li>g) Coordinate the Group's risk position and report to the Board on a half yearly basis;</li><li>h) Provide guidance on risk appetite to respective departments;</li><li>i) Review the effectiveness of the ERM framework;</li><li>j) Oversee the completion of action plans by risk owners for internal controls requiring improvement; and</li></ul>

	<p>k) Review and enhance the overall risk management process</p> <p>The Group risk management process is structured and formalised, covering: defining processes, setting risk parameters, identifying risks and causes, assessing consequences and likelihood, determining risk ratings, evaluating control effectiveness, challenging and revising ratings, establishing residual risk and developing a comprehensive risk profile.</p> <p>The SORMIC has been reviewed by the Company's External Auditors to ensure transparency and reliability.</p>	
<p><b>Explanation for departure</b></p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>		
<p><b>Timeframe</b></p>		

**Intended Outcome**

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

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

**Practice 10.3 - Step Up**

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

<b>Application</b>	:	Not Adopted
<b>Explanation on adoption of the practice</b>	:	

### Intended Outcome

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

### Practice 11.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Greatech has outsourced its internal audit function to an independent professional service provider, Sterling, as Internal Auditors (“IA”) to assist the ARMC and the Board in discharging their responsibilities. The IA provides independent and objective assurance and advisory services to enhance the efficiency and effectiveness of the Group's operational and internal control systems.</p> <p>The IA perform their audit engagements according to the annual audit plan for FY2025 as approved by the ARMC. Audit activities include planning, execution, documentation, communication of findings, consultations, and follow-up on action items with key stakeholders, in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors. The IA have unrestricted access to information, records, personnel and properties to perform their responsibilities.</p> <p>The IA report directly to the ARMC and provide the Board with reasonable assurance on the effectiveness of the Group's internal controls. In accordance with Paragraph 15.15(3)(e) of MMLR, detailed internal audit activities are disclosed in the ARMC Report of the Annual Report 2025.</p> <p>Under the ARMC's TOR, the Committee evaluates:</p> <ul style="list-style-type: none"><li>a) The adequacy of the IA scope, competency, resources and authority to perform its duties;</li><li>b) The audit plan, results of the internal audit assessments, investigations and progress on audit recommendations;</li><li>c) The performance and independence of the internal audit function; and</li><li>d) The remit and coverage of the internal audit function.</li></ul>

	<p>The IA adopts a risk-based in preparing its annual plan, considering the materiality of transactions and balances, management concerns (including risk profiles), regulatory requirements and prior audit results. The ARMC annually reviews the scope, functions and resources of the internal audit to ensure it remains effective and independent.</p>	
<p><b>Explanation for departure</b> :</p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b> :</p>		
<p><b>Timeframe</b> :</p>		

## Intended Outcome

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

### Practice 11.2

The board should disclose–

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Company has an independent internal audit function, which is outsourced to Sterling. The internal audit function overseen by ARMC and the IA has unrestricted access to the Company's documents, records, properties and personnel, including direct access to the ARMC, in order to perform its duties effectively.</p> <p>The ARMC is responsible for reviewing the scope, functions, resources, competency and independence of the internal audit function. During FY2025, the ARMC assessed the performance of the internal audit function and was satisfied that it had adequate resources and is staffed by suitably qualified and experienced personnel, and that the IA remain free from any relationships or conflicts of interest that could impair their objectivity and independence.</p> <p>The internal audit work is conducted in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors, and adopts the Committee of Sponsoring Organisations of the Treadway Commission ("<b>COSO</b>") Internal Control – Integrated Framework as a basis for evaluating the effectiveness of the Group's internal control system.</p> <p>Internal audit findings, together with the recommendations and management's action plans, are reported to Management for implementation. A summary of audit findings, follow-up actions and implementation status is presented to the ARMC at each meeting to facilitate effective oversight of the Group's internal control environment.</p> <p>Sterling is a corporate member of the Institute of Internal Auditors Malaysia ("<b>IIAM</b>"). Depending on the scope of review, two (2) to three (3) IA are typically deployed for each internal audit review.</p>

	<p>For FY2025, the assignments were led by the following personnel:</p> <p>a) Dr. So Hsien Ying</p> <p>Certified Internal Control Professional (US), Doctor in Business Administration (Wales), Master of Business Administration (Finance) (Hull) and BSc Economics (Hons) (London). She is a permanent member of The Internal Control Institute (US), a member of the Malaysian Alliance of Corporate Directors and an associate member of IIAM. Dr. So has more than 30 years of experience in business process improvement, internal control review, internal audit and risk management.</p> <p>b) Cheng Chean</p> <p>Chartered Member of the Institute of Internal Auditors Malaysia ("<b>CMIIA</b>") and Fellow Member of the Association of Chartered Certified Accountant ("<b>FCCA</b>"). He has more than 20 years of experience in external audit, internal audit and internal control review.</p>	
<p><b>Explanation for departure</b></p>	<p>:</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>	<p>:</p>	
<p><b>Timeframe</b></p>	<p>:</p>	

### Intended Outcome

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

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

### Practice 12.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board recognises the importance of effective, transparent and timely communication with stakeholders as a key component of good corporate governance. The Company is committed in ensuring the shareholders, investors and other stakeholders have access to relevant, accurate and timely information to facilitate informed decision-making and to build trust and confidence in the Group.</p> <p><u>Shareholders, Investors and the Financial Community</u></p> <p>The Group has established an Investor Relations ("IR") Policy which sets out the principles and practices governing the Company's engagement with shareholders, prospective investors and the financial community. The IR Policy outlines the Company's approach to the timely dissemination of material information, management of market rumours, closed period communications and compliance with insider trading restrictions in accordance with Chapter 9 of the MMLR.</p> <p>The Company manages its IR function internally, led by the Group CEO, with support from CFO and Corporate Affairs Manager. During the year, the senior management team maintained regular engagement with shareholders, analysts, fund managers and the media through various platforms, including:</p> <ul style="list-style-type: none"><li>• analyst briefings and conference calls;</li><li>• investor and analyst meetings, including one-to-one and small group sessions;</li><li>• shareholders' briefing and engagement during the AGM;</li><li>• ad-hoc meetings and site visits.</li></ul> <p>The Chairman and INEDs are also available to engage with investors when appropriate.</p> <p>The outcomes of these engagements, including stakeholder feedback and concerns, are communicated to the Board and relevant Board Committees to facilitate informed decision-making. Analyst reports relating to the Company are also shared with the Board periodically.</p>

The AGM serves as an important platform for shareholders to engage directly with the Board and Management. In 2025, the Company held a physical AGM, where shareholders were also provided the opportunity to submit questions via email prior to the meeting.

The Company's corporate website serves as an important communication platform and information resource for stakeholders. The website includes a dedicated Investor Relations section, where stakeholders can access corporate announcements, quarterly and annual financial results, annual reports and other relevant information released to Bursa Securities. Shareholders may also subscribe to receive email alerts on the Company's latest announcement and news updates.

The Board reviews and approves all material disclosures and communications to investors, including financial results announcements, the Annual Report and announcements on significant corporate developments.

The Company also leverages social media platforms to enhance its communication reach and engagement with the broader investment community.

#### Employees

The Group promotes open and transparent communication with employees through various engagement platforms. The CEO regularly conducts town hall sessions, while employees are also encouraged to provide feedback through performance reviews, line management channels, human resources engagement and internal communication platforms.

During the year, the Group conducted a company-wide employee engagement survey to better understand employee satisfaction and engagement levels. The findings, including workforce feedback and concerns, were communicated to Management and subsequently reported to the Board through Management updates and presentations

	<p><u>Other Stakeholders</u></p> <p>The Board's recognises the importance of maintaining constructive relationships with other stakeholders, including customers, suppliers, regulators and the wider community. The Group's approach to stakeholder engagement and interaction with key stakeholder groups is further outlined in the Sustainability Report within the Annual Report 2025.</p>	
<p><b>Explanation for departure</b></p>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>	:	
<p><b>Timeframe</b></p>	:	

### Intended Outcome

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

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

### Practice 12.2

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

<b>Application</b>	:	Departure	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:	<p>The Company has not yet adopted integrated reporting based on a globally recognised framework as recommended under the MCCG. Nevertheless, the Board acknowledges that integrated reporting enhances the quality of disclosures, providing greater transparency, accountability and value to stakeholders.</p> <p>The Annual Report 2025 already incorporates comprehensive financial and non-financial information of the Group, including Management Discussion and Analysis, Corporate Governance Overview Statement, Sustainability Report and SORMIC, which collectively reflect key elements of integrated reporting. In addition, the Sustainability Report provides a detailed overview of the Group's governance practices and stakeholder initiatives, while the Climate Report has been aligned with the IFRS S2 Sustainability Disclosure Standards.</p> <p>These efforts demonstrate the Board's ongoing commitment to strengthening sustainability practices and enhancing overall reporting quality. The Board recognises that transitioning to integrated reporting is a progressive process requiring cross-functional alignment, and the Company will continue to enhance its internal processes and systems in this direction.</p>	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:	The Company will progressively evaluate and strengthen its reporting framework and will consider adopting integrated reporting when the Board opines that the benefits of such adoption outweigh the associated costs and implementation requirements.	
<b>Timeframe</b>	:	Others	As and when appropriate.

## Intended Outcome

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

### Practice 13.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The AGM serves as the principal platform for dialogue and engagement between the Board and shareholders, where the Group's performance and strategic direction are communicated.</p> <p>For the 7<sup>th</sup> AGM held on 28 May 2025, the Notice of AGM, Annual Report 2024 and Share Buy-Back Statement were issued on 29 April 2025, providing shareholders with at least 28 days' notice. This exceeds the minimum 21-day notice requirement under the Companies Act 2016 and aligns with the 28-day notice period recommended under MCCG, thereby allowing shareholders sufficient time to consider the proposed resolutions.</p> <p>Shareholders who are unable to attend the AGM may appoint proxies to participate, vote and raise questions on their behalf.</p> <p>The Company adopts electronic communication by publishing the Annual Report and Notice of AGM on the Company's <a href="#">website</a> and the Bursa Securities' <a href="#">website</a>, while also providing hard copies to shareholders upon request. In addition, the Notice of AGM is published in a nationally circulated daily newspaper within the prescribed timeframe.</p> <p>The Notice of AGM includes explanatory notes and relevant background information for each proposed resolution to facilitate informed decision-making by shareholders. It also outlines alternative participation arrangements, including attendance via electronic means, submission of questions in advance, and voting by appointing the Chairman of the meeting as proxy.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 13.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board views AGM or other general meetings as an important platform for direct engagement with shareholders and encourages active participation.</p> <p>At the 7<sup>th</sup> AGM held on 28 May 2025, all Directors were in attendance, together with the Company Secretary, External Auditors and Senior Management. The meeting included presentations by the Group CEO and CFO on the Group's performance, key developments and financial results and outlook, followed by a question &amp; answer ("Q&amp;A") session where shareholders were invited to raise questions prior to the tabling of resolutions.</p> <p>The Chair of the respective Board Committees, Directors, Company Secretary, CFO, and the Group's External Auditors were available to provide meaningful and relevant responses to shareholders' queries. Where immediate responses cannot be provided, the Company undertakes to furnish the answers subsequently via its corporate website.</p> <p>The Board ensures that shareholders are given sufficient opportunities to raise matters relating to the Company's affairs and that responses provided are clear and informative. The results of all resolutions were announced to Bursa Securities immediately after the AGM while the minutes of the AGM, including Directors' attendance, key questions raised and responses provided, as well as voting outcomes, are published on both the Company's <a href="#">website</a> and Bursa Securities' <a href="#">website</a> for public access.</p> <p>The Board is satisfied with the effectiveness of the current AGM conduct and notes that there were no significant contentious issues raised by shareholders during the financial years.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 13.3

Listed companies should leverage technology to facilitate–

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

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

<b>Application</b>	:	Departure		
<b>Explanation on application of the practice</b>	:			
<b>Explanation for departure</b>	:	<p>The Company has not fully adopted remote shareholders' participation and voting in absentia, as the 7<sup>th</sup> AGM held on 28 May 2025 was conducted as fully physical meeting.</p> <p>Nevertheless, the Company leveraged technology to enhance the efficiency and integrity of the voting process. All resolutions were conducted via electronic poll voting, enabling accurate and transparent tabulation of results. An independent scrutineer was appointed to validate the voting outcomes, which were displayed in real time during the meeting and confirmed by the Chairman.</p> <p>The AGM also recorded a strong shareholder participation rate, with approximately 73.9% of the Company's total issued shares capital represented, reflecting a high level of shareholding engagement despite the absence of remote participation facilities.</p>		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>				
<b>Measure</b>	:	<p>The Company will continue to assess the adoption of hybrid general meetings to facilitate remote shareholder participation and voting in absentia, taking into consideration cost, operational readiness and the overall effectiveness of such arrangement.</p> <p>In parallel, the Company will ensure that appropriate safeguards, including robust cyber security and data protection measures, are in place to support any future digitalisation of general meeting processes.</p>		
<b>Timeframe</b>	:	<table border="1"> <tr> <td>Others</td> <td>As and when appropriate</td> </tr> </table>	Others	As and when appropriate
Others	As and when appropriate			

### Intended Outcome

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

### Practice 13.4

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

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i>	
<b>Application</b> :	Applied
<b>Explanation on application of the practice</b> :	<p>The AGM serves as an important platform for meaningful engagement between the Board, Senior Management and shareholders.</p> <p>The Chairman of the 7<sup>th</sup> AGM ensured that the meeting was conducted in an interactive manner, with sufficient time allocated for shareholders to raise questions and engage in constructive dialogue. Shareholders were encouraged to submit questions in advance via a dedicated email address, as well as to raise questions during the meeting.</p> <p>At the 7<sup>th</sup> AGM, the Group CEO and CFO presented an overview of the Group's business, financial performance for FY2024, key developments and future strategies. The questions raised by shareholders covered both financial and non-financial matters, including the Group's operations and ongoing business development.</p> <p>The Chairman, together with the Board, CEO and CFO, ensured that all questions received were addressed with clear and meaningful responses. In addition, written queries from the Minority Shareholders Watch Group were presented during the AGM along with the Company's responses, further enhancing transparency and shareholder engagement.</p> <p>The Board is satisfied that the AGM was conducted in a manner that facilitated effective communication and active participation from shareholders.</p>
<b>Explanation for departure</b> :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b> :	
<b>Timeframe</b> :	

Intended Outcome

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

**Practice 13.5**

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

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

**Intended Outcome**

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

**Practice 13.6**

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

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	: The Minutes of the 7 <sup>th</sup> AGM, which record the proceedings of the meeting including key matters discussed, questions raised by shareholders and the Company's responses, were made available on the Company's <a href="#">website</a> within 30 business days after the conclusion of the AGM.  This timely disclosure ensures that shareholders and investors, including those who were unable to attend the meeting, are kept informed of the discussions and outcomes of the AGM.
<b>Explanation for departure</b>	:  
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b>	:  
<b>Timeframe</b>	:  

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

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

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