CORPORATE GOVERNANCE REPORT

STOCK CODE	**:**	1147
COMPANY NAME	**:**	GLOBAL ORIENTAL BERHAD
FINANCIAL YEAR	**:**	March 31, 2026

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE
Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PERSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA
Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

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

Practice 1.1
The board should set the company's strategic aims, ensure that the necessary resources are in place for the company to meet its objectives and review management performance. The board should set the company's values and standards, and ensure that its obligations to its shareholders and other stakeholders are understood and met.

Application	:	Applied
Explanation on application of the practice	:	The Board of Directors of Global Oriental Berhad ("GOB" or "the Company") is committed to upholding high standards of corporate governance and providing effective leadership to support the long-term success and sustainability of the Group. The Board is responsible for setting the Group's strategic direction and objectives, approving business plans, budgets and key corporate initiatives, and monitoring performance against established targets. The Board regularly reviews Management's performance and oversees the implementation of approved strategies to ensure the Group remains responsive to changing business conditions and opportunities. The Board also ensures that adequate resources, including human capital, financial resources and operational capabilities, are in place to support the achievement of the Group's objectives. In addition, the Board oversees the effectiveness of the Group's risk management and internal control systems to safeguard the Group's assets and interests. To promote a culture of integrity, accountability and ethical conduct, the Board has established key governance policies and frameworks, including the Board Charter, Code of Conduct and Ethics, Whistleblowing Policy, Anti-Bribery and Corruption Policy and Directors' Conflicts of Interest Policy. These policies set out the values, standards and expected behaviours applicable across the Group. The Board recognises its responsibilities to shareholders and other stakeholders and is committed to maintaining transparency and effective communication. Material information relating to the Group's performance, governance and significant developments is disclosed in a timely manner through the Annual Report, corporate announcements and the Company's website.

	Through effective leadership, strategic oversight and sound governance practices, the Board seeks to create sustainable value for shareholders and other stakeholders.	
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
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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Board is led by an Independent Non-Executive Chairman who provides leadership to the Board and promotes a culture of good corporate governance, accountability and integrity throughout the Group.

In accordance with the Board Charter, the Chairman is responsible for ensuring the effective functioning of the Board. His responsibilities include leading the Board in the discharge of its duties, facilitating constructive discussions, promoting effective communication between the Board and Management, and ensuring that Board decisions are made in the best interests of the Company and its stakeholders.

The Chairman also ensures that Directors receive timely and relevant information to support effective deliberation and decision-making. He encourages active participation and constructive challenge during Board discussions and ensures that adequate attention is given to strategic, financial, governance, risk management and sustainability matters.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

Intended Outcome

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

Practice 1.3

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

Application :	Applied	
Explanation on application of the practice :	GOB has established a clear separation of roles between the Chairman and the Executive Directors to ensure an appropriate balance of power and authority, in line with good corporate governance practices. The Chairman, who is an Independent Non-Executive Director, leads the Board and is responsible for ensuring its effectiveness and proper governance. The day-to-day management of the Group is undertaken by the Executive Directors, who are collectively responsible for the Group's operations, strategic execution and performance within approved authority limits. The distinct roles and responsibilities of the Chairman and Executive Directors are set out in the Company's Board Charter. This separation ensures that no single individual has unfettered powers of decision-making and strengthens the system of checks and balances within the Group's leadership structure.	
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
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

<table>
<tr><td colspan="4">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'.</td></tr>
<tr><td>Application</td><td>:</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">The Chairman of the Board is not a member of any Board Committee, namely the Audit and Risk Management Committee ("ARC") and the Nomination and Remuneration Committee ("NRC"). In addition, the Chairman does not attend or participate in the meetings of these Committees, whether as a member or by invitation.

This arrangement is in line with the recommendations of the MCCG and supports the independence, objectivity and effectiveness of the Board Committees in carrying out their respective responsibilities.

The Board believes that maintaining a clear separation between the role of the Chairman and the oversight functions of the ARC and NRC strengthens the Group's governance framework, enhances the effectiveness of Committee deliberations and decision-making, and promotes an appropriate system of checks and balances.

Accordingly, the Board is satisfied that the current structure enables the Committees to discharge their duties independently and effectively in the best interests of the Company and its stakeholders.</td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2"></td></tr>
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<tr><td>Timeframe</td><td>:</td><td>Choose an item.</td><td></td></tr>
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Intended Outcome
Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.5
The board is supported by a suitably qualified and competent Company Secretary to provide sound governance advice, ensure adherence to rules and procedures, and advocate adoption of corporate governance best practices.

Application	:	Applied	
Explanation on application of the practice	:	The Board is supported by a qualified Company Secretary who is an Associate Member of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA). The Company Secretary advises the Board on corporate governance matters, regulatory requirements and governance best practices, and assists the Board in discharging its duties effectively. The Company Secretary also ensures that Board processes and procedures comply with applicable laws, regulations and governance standards. The Company Secretary facilitates the proper conduct of Board and Board Committee meetings, ensures that meeting agendas and papers are circulated in a timely manner, and that the deliberations and decisions of the Board are properly recorded. In addition, the Company Secretary keeps the Board informed of relevant developments in corporate governance, legislation and regulatory requirements, and supports Directors in fulfilling their fiduciary and statutory responsibilities. The Company Secretary also assists the Company in ensuring compliance with the Companies Act 2016, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and other applicable regulations.	
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
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.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">To facilitate effective deliberation and informed decision-making, the agenda and meeting materials for Board meetings are circulated to Directors at least seven (7) days prior to each Board meeting. The meeting materials contain relevant and accurate information to enable Directors to adequately prepare for discussions and make informed decisions on matters requiring the Board's consideration.

Directors may seek further clarification or additional information from Management and, where appropriate, external advisers may be invited to attend Board meetings to provide further insights, explanations and professional advice on specific matters.

The Company Secretary attends all Board meetings and ensures that the proceedings, deliberations and decisions of the Board are accurately recorded. Minutes of meetings are prepared and circulated to Directors in a timely manner for review and comments before being confirmed by the Board at the subsequent meeting.

The Board is satisfied that these practices support effective Board deliberations, facilitate informed decision-making and enable Directors to discharge their duties and responsibilities effectively.</td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2"></td></tr>
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</table>

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

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

Practice 2.1
The board has a board charter which is periodically reviewed and published on the company's website. The board charter clearly identifies–

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

Application	:	Applied	
Explanation on application of the practice	:	The Board is guided by a Board Charter, which provides a clear framework for the discharge of the Board's duties and responsibilities. The Board Charter sets out the respective roles and responsibilities of the Board, Board Committees, individual Directors and Management, and promotes accountability and effective decision-making throughout the Group. The Board Charter also sets out matters reserved for the Board's approval, including the Group's strategic direction and business plans, major investments and corporate exercises, financial performance and reporting, and other significant matters affecting the Group. The Board Charter is reviewed periodically to ensure that it remains relevant and aligned with the Group's operational needs, applicable laws, regulatory requirements and corporate governance best practices. The Board Charter is available on the Company's website.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">The Board has established a Code of Conduct and Ethics which applies to Directors and sets out the principles, values, and standards of ethical behaviour expected in the discharge of their duties. The Code serves as a fundamental governance framework to promote integrity, accountability, transparency and professionalism across the Board and the Group.

The Code of Conduct and Ethics addresses key governance and compliance matters, including the management of conflicts of interest, prevention of corruption and bribery, prohibition of insider trading, protection of confidential information, and measures to prevent money laundering activities. It provides clear guidance to support ethical decision-making and ensures that Directors act in compliance with applicable laws, regulations and internal policies.

Directors are required to observe and uphold the Code at all times in the performance of their duties. The Code of Conduct and Ethics is available on the Company's website.</td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2"></td></tr>
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Intended Outcome
The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

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

Practice 3.2
The board establishes, reviews and together with management implements policies and procedures on whistleblowing.

Application	:	Applied	
	:	The Board has established a Whistleblowing Policy to promote integrity, transparency and accountability throughout the Group. Together with Management, the Board oversees the effective implementation of the Policy and fosters an environment where concerns regarding misconduct or unethical behaviour can be raised without fear of retaliation. The Policy provides a secure and confidential channel for employees, Directors, business associates and other stakeholders to report, in good faith, any suspected misconduct, fraud, corruption, breaches of laws and regulations, or other improper conduct. The Board reviews the Policy periodically to ensure that it remains relevant, effective and aligned with applicable laws, regulatory requirements and governance best practices. The Policy was last reviewed and approved by the Board in May 2026. The Whistleblowing Policy is available on the Company's website for reference by shareholders and other stakeholders.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 4.1
The board together with management takes responsibility for the governance of sustainability in the company including setting the company's sustainability strategies, priorities and targets.

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

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

Application	:	Applied
Explanation on application of the practice	:	The Board, together with Management, oversees the Group's sustainability governance and ensures that sustainability considerations are integrated into the Group's strategy, operations and decision-making processes. The Board sets the Group's sustainability priorities and objectives, taking into account the interests of stakeholders and the long-term sustainability of the business. These considerations are incorporated into the Group's strategic planning, business initiatives and risk management processes. To support the Board in discharging its responsibilities, a Sustainability Committee, chaired by an Executive Director, has been established. The Committee comprises representatives from relevant business and functional units and is responsible for coordinating sustainability initiatives, monitoring performance, and identifying and managing material sustainability matters. The Board receives periodic updates from the Sustainability Committee and reviews the Group's performance and key initiatives. The Board also reviews and approves the Sustainability Statement to ensure that the Group's disclosures provide a fair and balanced representation of its sustainability practices and commitments.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		

Measure :		
Timeframe :		

Intended Outcome

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

Practice 4.2

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

Application :	Applied	
Explanation on application of the practice :	The Board ensures that the Group's sustainability strategies, priorities, targets and performance are communicated to internal and external stakeholders in a transparent and timely manner. The Group engages regularly with its key stakeholders, including employees, customers, investors, business partners, regulators and local communities, through various communication and engagement channels. These engagements enable the Group to understand stakeholders' expectations and concerns, which are considered in shaping the Group's sustainability initiatives and priorities. Information on the Group's sustainability strategies, stakeholder engagement activities and sustainability performance is disclosed in the Sustainability Statement of the Annual Report. This reflects the Group's commitment to transparency, accountability and continuous improvement in its sustainability practices.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 4.3
The board takes appropriate action to ensure they stay abreast with and understand the sustainability issues relevant to the company and its business, including climate-related risks and opportunities.

Application	:	Applied	
Explanation on application of the practice	:	The Board is committed to maintaining a strong understanding of sustainability matters relevant to the Group's business, including environmental, social and governance (ESG) issues as well as climate-related risks and opportunities that may affect the Group's operations, strategy and long-term sustainability. To support this, the Board receives regular updates and briefings from Senior Management on key developments relating to the Group's operations, risk management and sustainability performance. These updates enable the Board to remain informed of material sustainability matters and their potential impact on the Group's strategic direction. In addition, Directors are encouraged to continuously enhance their knowledge and competencies in sustainability matters through participation in external training programmes, seminars and industry forums focusing on ESG developments, sustainability reporting and climate-related risks and opportunities. These ongoing learning initiatives ensure that the Board remains equipped to provide effective oversight and make informed decisions on sustainability-related matters affecting the Group.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 4.4
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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Board recognises that effective management of material sustainability risks and opportunities is integral to the Group's long-term performance and value creation. In this regard, sustainability considerations are incorporated into the annual Board Effectiveness Evaluation.

The evaluation assesses the Board's performance in overseeing the Group's sustainability and ESG-related matters. This covers the Board's role in setting sustainability direction, monitoring the implementation of sustainability initiatives, and ensuring that appropriate governance structures are in place to manage material sustainability risks and opportunities.

This approach reinforces the Board's accountability in driving the Group's sustainability agenda and ensuring that sustainability considerations are embedded in decision-making processes to support long-term stakeholder value.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2">Please provide an explanation for the departure.</td></tr>
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<tr><td>Timeframe :</td><td>Choose an item.</td><td></td></tr>
</table>

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

Practice 4.5- Step Up
The board identifies a designated person within management, to provide dedicated focus to manage sustainability strategically, including the integration of sustainability considerations in the operations of the company.

Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.		
Application	:	Adopted
Explanation on adoption of the practice	:	The Board has designated an Executive Director to provide dedicated oversight and strategic direction for the Group's sustainability efforts. The Executive Director also chairs the Sustainability Committee, which comprises representatives from key business and support functions across the Group. The designated Executive Director is responsible for overseeing the integration of sustainability considerations into the Group's business strategy, operations and decision-making processes. During the financial year, the Executive Director, together with the Sustainability Committee, oversaw the implementation of sustainability initiatives, monitored sustainability performance, and identified opportunities to enhance the Group's sustainability practices and governance framework. These efforts have strengthened the Group's sustainability governance and supported the integration of sustainability considerations across the Group's operations.

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

Practice 5.1
The Nomination Committee should ensure that the composition of the board is refreshed periodically. The tenure of each director should be reviewed by the Nomination Committee and annual re-election of a director should be contingent on satisfactory evaluation of the director's performance and contribution to the board.

Application	:	Applied	
Explanation on application of the practice	:	The NRC has established a structured evaluation process to review the composition of the Board and assess the performance and contributions of each Director due for retirement annually. For the financial year under review, the NRC carried out a comprehensive assessment of the Board's composition and concluded that it remains effective, with an appropriate size and a balanced mix of skills, knowledge and experience aligned with the Group's strategic direction. The NRC also evaluated the performance and contributions of Directors standing for re-election, guided by the criteria set out in the Directors' Fit and Proper Policy. Based on the assessment, the NRC was satisfied with the effectiveness, integrity and commitment demonstrated by the Directors concerned and recommended their re-election at the forthcoming Annual General Meeting ("AGM").	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.2

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Board currently comprises seven (7) Directors, of whom three (3) are Independent Non-Executive Directors. Accordingly, the Board does not meet the recommendation under Practice 5.2 of the MCCG that at least half of the Board should comprise independent directors. Nevertheless, the Board is satisfied that its current composition provides an appropriate balance of skills, experience and expertise to support effective oversight and decision-making. The Independent Non-Executive Directors actively contribute objective views and independent judgement during Board deliberations, thereby safeguarding the interests of shareholders and other stakeholders. The Board remains committed to strengthening its governance practices and will continue to review its composition periodically. The appointment of additional Independent Directors will be considered as and when suitable candidates are identified.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

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

Practice 5.3
The tenure of an independent director does not exceed a cumulative term limit of nine years. Upon completion of the nine years, an independent director may continue to serve on the board as a non-independent director.

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

Application	:	Applied	
Explanation on application of the practice	:	In line with the Board Charter, the tenure of an Independent Director is limited to a cumulative term of twelve (12) years. As at the reporting date, none of the Independent Non-Executive Directors has served on the Board for more than nine (9) years. Accordingly, the requirements for annual shareholders' approval and two-tier voting for the retention of long-serving Independent Directors are not applicable. The Company has not adopted the two-tier voting process for the retention of Independent Directors beyond nine (9) years. Should the need arise in the future, the Board will consider the relevant recommendations of the MCCG and prevailing corporate governance best practices. Where an Independent Director approaches or exceeds the nine-year tenure, the Board will provide the necessary justification and seek shareholders' approval at the AGM in accordance with applicable requirements.	
Explanation for departure	:	Please provide an explanation for the departure.	
		Please provide an alternative practice and explain how the alternative practice meets the intended outcome.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

Intended Outcome

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

Practice 5.4 - Step Up

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

Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.		
Application	:	Not Adopted
Explanation on adoption of the practice	:	The Company has not adopted a policy which strictly limits the tenure of Independent Directors to nine (9) years without further extension. Instead, the Board assesses the independence, performance and effectiveness of each Independent Director on an ongoing basis, taking into consideration the criteria set out in the MCCG and applicable regulatory requirements. In the event that any Independent Director serves beyond nine (9) years, the Board will ensure that the necessary shareholders' approval is sought, together with appropriate justification for their continued independence. The Board remains committed to maintaining an appropriate level of independence and effective oversight, and will continue to review its policies and practices in line with prevailing corporate governance standards and best practices.

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

Practice 5.5
Appointment of board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

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

Application	:	Applied
Explanation on application of the practice	:	The NRC is responsible for identifying, evaluating and recommending suitable candidates for appointment to the Board. In carrying out this role, the NRC ensures that appointments are made based on objective criteria, merit and in accordance with the Directors' Fit and Proper Policy as set out in the Company's Board Charter. The assessment of candidates includes, among others, their skills, knowledge, professional experience, qualifications, integrity, independence (where applicable), and ability to commit sufficient time to effectively discharge their responsibilities. The NRC also considers the existing commitments and directorships held by candidates, including on boards of listed and non-listed entities, to ensure that their appointment will not adversely affect their performance or the governance of the Company. In addition, due regard is given to diversity considerations, including skills, age, cultural background and gender, to promote a well-balanced and effective Board that supports the Group's strategic objectives. The NRC also takes into account any potential conflicts of interest or governance concerns that may arise from a proposed appointment, to safeguard the integrity and sound governance of the Group. Based on its evaluation, the NRC recommends suitable candidates to the Board for approval, ensuring that appointments are made in the best interests of the Company and its stakeholders.
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.

<table>
<tr><td>Application :</td><td>Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td>In identifying suitable candidates for appointment to the Board, the NRC adopts a structured and objective selection process. The NRC does not solely rely on recommendations from existing Directors, Management, or major shareholders.

Instead, a range of independent sources is utilised to identify suitably qualified candidates, including professional recruitment firms, industry networks, external databases, and independent referrals. This approach ensures a broad and diverse pool of candidates with the appropriate skills, experience, and attributes to meet the Group’s strategic and governance requirements.

All candidates, including those recommended by existing Directors, Management, or major shareholders, are subject to the same evaluation process and due diligence. Appointments are made based on merit, suitability and alignment with the Company’s needs, taking into account board composition, diversity, and independence.

This process ensures that Board appointments are conducted in a transparent and objective manner, consistent with good corporate governance practices and in the best interests of the Company and its stakeholders.</td></tr>
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</table>

Timeframe :		

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

Practice 5.7
The board should ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director. This includes details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of the listed company as a whole. The board should also provide a statement as to whether it supports the appointment or reappointment of the candidate and the reasons why.

Application	:	Applied	
Explanation on application of the practice	:	The NRC conducts a fit and proper assessment on Directors who are standing for reappointment. The assessment considers, among others, the Directors' integrity, professionalism, competencies and the ability to discharge their responsibilities effectively, including the time commitment required to serve on the Board. As part of the evaluation process, the NRC also considers any interest, position or relationship that may give rise to a conflict of interest or that could reasonably be perceived to affect the Director's ability to exercise independent judgment and act in the best interests of the Company. Based on the NRC's recommendation, the Board deliberates and decides whether to support the reappointment of each director, providing justifications during the Board meeting. Relevant information on the retiring directors, including their profiles, is disclosed in the Company's Annual Report to enable shareholders to make informed decisions.	
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 5.8
The Nominating Committee is chaired by an Independent Director or the Senior Independent Director.

Application	:	Applied	
Explanation on application of the practice	:	The NRC is chaired by Mr Prabhaharan A/L Gobala Krishnan, an Independent Non-Executive Director of the Company. The appointment of an Independent Non-Executive Director as the Chairman of the NRC ensures that the Committee's deliberations are conducted objectively and independently, and that recommendations made to the Board are free from management influence. This arrangement strengthens the effectiveness of the NRC in discharging its responsibilities relating to Board composition, appointments and performance evaluation. The Chairman also plays a key role in facilitating open discussion among Committee members and ensuring that decisions are made in the best interests of the Company and its stakeholders, in line with the principles of good corporate governance.	
Explanation for departure	:	Please provide an explanation on how the practice is being applied.	
		Please provide an alternative practice and explain how the alternative practice meets the intended outcome.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

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

Practice 5.9
The board comprises at least 30% women directors.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	As at the financial year under review, the Board comprises one (1) female Director, representing less than 30% of the total Board composition.	
		The Board selection process is guided by merit, with due consideration given to the required mix of skills, experience, independence, and diversity to support the Group's strategic objectives. The Board remains committed to strengthening gender diversity and will continue to identify and consider suitably qualified female candidates as part of its ongoing Board nomination process.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

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

Practice 5.10
The board discloses in its annual report the company's policy on gender diversity for the board and senior management.

Application :	Departure	
Explanation on application of the practice :		
Explanation for departure :	The Company does not have a formalised policy on gender diversity for the Board and senior management. Notwithstanding the absence of a formal policy, the Board recognises the importance of diversity and inclusion as part of good corporate governance. In practice, appointments to the Board and senior management are made based on merit, taking into consideration the candidates' skills, experience, competencies and ability to contribute effectively to the Group, while also giving due consideration to diversity factors, including gender, where appropriate.	
	The Board acknowledges the importance of gender diversity as encouraged under the MCCG. The Board will continue to review its governance practices and may consider formalising a gender diversity policy for the Board and senior management as part of its ongoing efforts to strengthen its diversity and inclusion framework.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe :	Choose an item.	

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.

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.		
Application	:	Applied
Explanation on application of the practice	:	The NRC conducts an annual evaluation of the Board, Board Committees, and the individual performance of each retiring Director and members of the ARC. The evaluation process is carried out through structured questionnaires and defined assessment criteria, covering areas such as Board composition, time commitment, participation in Board deliberations, strategic oversight, compliance, and integration of sustainability considerations. For Board Committees, the evaluation focuses on the relevance of members' skill sets, integrity, effectiveness in fulfilling their responsibilities, and the quality of reporting and recommendations to the Board. Individual assessments, particularly for Directors seeking re-election, are based on attributes including professionalism, integrity, competency, contribution to the Group, and any potential conflicts of interest that may impair their ability to act in the best interests of the Company and its stakeholders. In addition, the NRC conducts an annual independence assessment for all Independent Non-Executive Directors to ensure continued compliance with the independence criteria set out in the Main Market Listing Requirements. Each Independent Director provides a written confirmation of their independence and undertakes to notify the Board of any development that may affect their status. The results of these evaluations are reviewed by the NRC and reported to the Board. Where applicable, feedback is provided and improvement measures are identified to enhance overall Board effectiveness.

<table>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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

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

Practice 7.1
The board has remuneration policies and procedures to determine the remuneration of directors and senior management, which takes into account the demands, complexities and performance of the company as well as skills and experience required. The remuneration policies and practices should appropriately reflect the different roles and responsibilities of non-executive directors, executive directors and senior management. The policies and procedures are periodically reviewed and made available on the company's website.

Application	:	Applied
Explanation on application of the practice	:	The Board has established a Remuneration Policy for Directors, designed to attract and retain the right talent that aligns with the Group's business strategies and long-term objectives. This policy ensures that the remuneration for Directors is competitive and reflects their contributions to the Company's overall performance. The NRC is responsible for overseeing the remuneration framework, ensuring that Directors receive fair and competitive compensation for their roles and responsibilities. The levels of remuneration are structured to attract, motivate, and retain well-qualified Directors, with the amounts adjusted based on individual performance and the financial performance of the Group. For Executive Directors, remuneration is determined based on their individual performance and the Group's overall financial results, whereas the remuneration for Non-Executive Directors is reflective of their experience and the level of responsibilities they assume. The policy is periodically reviewed to ensure its relevance, and any updates or revisions are made available on the Company's website for transparency.
Explanation for departure	:	Please provide an explanation for the departure.
		Please provide an alternative practice and explain how the alternative practice meets the intended outcome.
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		

Measure :	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe :	Choose an item.	

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

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

Practice 7.2
The board has a Remuneration Committee to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of board and senior management.

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

Application	:	Applied
Explanation on application of the practice	:	The NRC assists the Board in implementing the Group's remuneration policies and procedures, including reviewing and recommending matters relating to the remuneration of Directors. The NRC is responsible for ensuring that the remuneration framework is structured to attract, retain and motivate individuals with the appropriate skills, experience and expertise to support the Group's strategic objectives and long-term sustainable performance. In carrying out its duties, the NRC reviews and recommends remuneration packages that are competitive, fair and aligned with the responsibilities, performance and contributions of Directors. The roles and responsibilities of the NRC are set out in its Terms of Reference, which define its authority in relation to remuneration matters, including the review and recommendation of remuneration policies and packages for Board. The Terms of Reference are published on the Company's website to promote transparency and good governance.
Explanation for departure	:	Please provide an explanation for the departure.
		Please provide an alternative practice and explain how the alternative practice meets the intended outcome.
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.

Timeframe :	Choose an item.	

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

Practice 8.1
There is detailed disclosure on named basis for the remuneration of individual directors. The remuneration breakdown of individual directors includes fees, salary, bonus, benefits in-kind and other emoluments.

Application	:	Applied
Explanation on application of the practice	:	The remuneration details of individual Directors for the financial year ended 31 March 2026 are disclosed in the table below:

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Gan Vi King	Executive Director	-	-	-	-	-	-	-	-	95	735	195	7	121	1,153
2	Dato' Wee Beng Aun	Executive Director	-	-	-	-	-	-	-	-	60	840	70	42	109	1121
3	Chin Hon Keong	Executive Director	-	-	-	-	-	-	-	-	-	720	60	7	94	881
4	Datuk Seri Ahmad bin Hamzah	Independent Director	96	6	-	-	-	-	102	96	6	-	-	-	-	102
5	Dato' Tan Eng Beng	Non-Executive Non-Independent Director	55	10	-	-	-	-	65	55	10	-	-	-	-	65
6	Prabhaharan A/L Gobala Krishnan	Independent Director	55	12	-	-	-	-	67	55	12	-	-	-	-	67
7	Loh Mui Leng @ Leng Loh	Independent Director	55	12	-	-	-	-	67	55	12	-	-	-	-	67

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.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Departure</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2"></td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2">The Company has not disclosed the remuneration of its senior management on a named basis as required under the MCCG. This approach is adopted to preserve the confidentiality of individual employees' remuneration packages, as the Board considers such information to be commercially sensitive and important for talent retention within a competitive employment environment.

Notwithstanding the above, the Company discloses the remuneration of senior management in bands of RM50,000 on a non-named basis. The Board is of the view that this provides shareholders with meaningful information on the remuneration structure while maintaining appropriate confidentiality.</td></tr>
<tr><td colspan="2">For the financial year ended 31 March 2026, the remuneration of Key Senior Management is disclosed in bands of RM50,000 as follows:

<table><tr><th>Total remuneration in bands of RM50,000</th><th>Number of Key Senior Management</th></tr><tr><td>RM200,001 – RM250,000
RM250,001 – RM300,000
RM300,001 – RM350,000
RM450,001 – RM500,000</td><td>1
1
3
1</td></tr></table></td></tr>
<tr><td colspan="4">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure</td><td>:</td><td colspan="2">Please explain the measure(s) the company has taken or intend to take to adopt the practice.</td></tr>
<tr><td>Timeframe</td><td>:</td><td>Choose an item.</td><td></td></tr>
</table>

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

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

Practice 8.3 - Step Up
Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis.

Application	:	Not Adopted
Explanation on adoption of the practice	:	The Company has not adopted the Step Up Practice of fully disclosing the detailed remuneration of each member of senior management on a named basis. The Board is of the view that such disclosure involves confidential and commercially sensitive information relating to individual remuneration packages, which could impact talent retention and the Group's ability to attract and retain key personnel in a competitive market. Notwithstanding the above, the Company provides disclosure of senior management remuneration on a non-named basis in bands, which the Board considers appropriate to balance transparency with confidentiality.

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

Intended Outcome
There is an effective and independent Audit Committee.

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

Practice 9.1
The Chairman of the Audit Committee is not the Chairman of the board.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">The Company ensures that the Chairman of the ARC and the Chairman of the Board are held by different individuals.

This separation of roles strengthens the independence and objectivity of the ARC in the discharge of its oversight responsibilities, particularly in relation to financial reporting, risk management and internal control processes. It also reinforces the effectiveness of the Board's governance structure by ensuring a clear distinction between Board leadership and the independent oversight function of the ARC.

Accordingly, the arrangement supports strong checks and balances within the Group and is aligned with good corporate governance practices.</td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="4">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure</td><td>:</td><td colspan="2"></td></tr>
<tr><td>Timeframe</td><td>:</td><td></td><td></td></tr>
</table>

Intended Outcome
There is an effective and independent Audit Committee.

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

Practice 9.2
The Audit Committee has a policy that requires a former partner of the external audit firm of the listed company to observe a cooling-off period of at least three years before being appointed as a member of the Audit Committee.

Application	:	Applied	
Explanation on application of the practice	:	The Group has adopted a policy requiring a former key audit partner of the external audit firm of the Company to observe a cooling-off period of at least three (3) years before being appointed as a member of the ARC. This requirement is intended to safeguard the independence and objectivity of the ARC by preventing any conflicts of interest that could arise from recent associations with the external audit firm. As at the reporting date, none of the current ARC members are former key audit partners of the Company's external audit firm. Accordingly, the Group remains in compliance with this practice, and the integrity and independence of the ARC are maintained.	
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
There is an effective and independent Audit Committee.

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

Practice 9.3
The Audit Committee has policies and procedures to assess the suitability, objectivity and independence of the external auditor to safeguard the quality and reliability of audited financial statements.

Application	:	Applied
Explanation on application of the practice	:	The ARC has established policies and procedures to assess the suitability, objectivity and independence of the external auditor on an annual basis, in order to safeguard the quality and reliability of the Group's audited financial statements. As part of the annual audit planning process, the external auditors present their Audit Planning Memorandum ("APM") to the ARC prior to the commencement of audit work. The APM sets out, among others, the audit scope, approach, areas of focus and key audit matters, and includes a formal confirmation of the auditors' independence and compliance with relevant ethical and professional requirements. This serves as a key input to the ARC's assessment of the external auditors' independence. The ARC evaluates the external auditors based on the quality of their audit, the performance of the audit team, the competency and adequacy of resources allocated, and the nature of any non-audit services provided to the Group. The provision of non-audit services is closely scrutinised to ensure that it does not compromise the auditors' objectivity or independence. The ARC also maintains regular communication with the external auditors and considers feedback from Management regarding their performance and professionalism. Based on its annual assessment, the ARC makes recommendations to the Board on the reappointment of the external auditors and the approval of audit fees.
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
There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up
The Audit Committee should comprise solely of Independent Directors.

Application	:	Not Adopted
Explanation on adoption of the practice	:	The ARC currently comprises two (2) Independent Non-Executive Directors and one (1) Non-Independent Non-Executive Director. The Board considers this composition appropriate to support effective oversight of financial reporting, risk management and internal control matters. The composition of the ARC provides a balance of independence, experience and industry knowledge, which enhances the Committee's ability to discharge its responsibilities effectively. Notwithstanding the above, the majority of ARC members are Independent Non-Executive Directors, and the Chairman of the ARC is an Independent Director, thereby ensuring a strong level of independence and objectivity in the Committee's deliberations. The Board will continue to review the composition of the ARC from time to time to ensure it remains aligned with good corporate governance practices and the needs of the Group.

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.

<table>
<tr><td>Application :</td><td>Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td>The NRC conducts an annual assessment of the effectiveness of the ARC as a whole, as well as the performance and contributions of each individual member.

The ARC members collectively possess the necessary range of skills, knowledge and experience to discharge their duties effectively. All members are financially literate and have the competence to understand and deliberate on matters within the Committee's purview, including financial reporting, internal controls, risk management and audit-related matters.

The ARC members are also committed to continuous professional development and regularly participate in relevant training programmes and briefings to stay abreast of developments in accounting and auditing standards, regulatory requirements and best practices.

Based on the NRC's assessment, the Board is satisfied that the ARC continues to operate effectively in accordance with its Terms of Reference and is able to discharge its responsibilities in supporting the Board's oversight functions.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td></td></tr>
<tr><td></td></tr>
<tr><td colspan="2">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td></td></tr>
</table>

Timeframe :		

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

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Board has established a risk management and internal control framework to support the Group in achieving its business objectives and protecting its operations. The Board, through the ARC, oversees this framework and is responsible for identifying, assessing, and managing key risks across the Group. The risk management process is ongoing and includes identifying major risks, assessing their impact, and putting in place actions to reduce or manage these risks. The internal audit function provides regular reviews of the Group's risk management and internal control systems and reports its findings to the ARC on a quarterly basis. The ARC then reports important risk matters to the Board so that appropriate actions can be taken when needed.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 10.2

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

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Board, through the ARC, oversees the Group's risk management and internal control framework. This framework helps the Group identify, assess, and manage risks that may affect the achievement of its business objectives.

The ARC regularly reviews the Group's risk exposure and ensures that appropriate risk management policies and controls are in place and updated when necessary.

The Group's internal audit function, which reports directly to the ARC, provides independent checks on the effectiveness of risk management and internal controls. It carries out regular reviews of key business areas and reports its findings to the ARC.

Internal audit reports highlight any control weaknesses, compliance issues, and areas for improvement, together with Management's actions to address them.

Through these processes, the Board is able to monitor risks and ensure that the Group's internal controls remain effective.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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

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

Practice 10.3 - Step Up
The board establishes a Risk Management Committee, which comprises a majority of independent directors, to oversee the company's risk management framework and policies.

Application	:	Adopted
Explanation on adoption of the practice	:	The Board has designated the ARC to oversee the Group's risk management framework and policies. The ARC comprises a majority of Independent Non-Executive Directors, thereby ensuring independent oversight of the Group's risk management activities. This structure aligns with the principles of good corporate governance as recommended under the MCCG.

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

Practice 11.1
The Audit Committee should ensure that the internal audit function is effective and able to function independently.

Application	:	Applied	
Explanation on application of the practice	:	The Group's internal audit function operates independently and reports directly to the ARC, ensuring objectivity in evaluating the adequacy and effectiveness of the Group's governance, risk management, and internal control systems. The internal auditors report their findings to the ARC on a quarterly basis, highlighting control weaknesses and areas for improvement. These reports are deliberated by the ARC together with Management and the internal auditors, including consideration of recommended corrective actions. The ARC also monitors Management's implementation of agreed action plans and reviews follow-up reports to ensure that identified issues are addressed in a timely and appropriate manner. Through this process, the ARC is able to assess the effectiveness of the internal audit function and ensure that it continues to operate independently and effectively.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
Companies 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.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">The internal audit function is staffed by two (2) personnel and is led by Ms Kelly Tan Sook Looi, who is an Associate Member of the Chartered Institute of Management Accountants (United Kingdom) and the Institute of Internal Auditors Malaysia.

The internal audit personnel are independent and have no known relationships or conflicts of interest that could impair their objectivity and independence.

The internal audit function operates in accordance with the Group’s Internal Audit Charter, which is aligned with the International Professional Practices Framework (“IPPF”) issued by The Institute of Internal Auditors, a recognised professional framework for internal auditing.

This ensures that internal audit activities are carried out in a professional, consistent and objective manner.</td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="4">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure</td><td>:</td><td colspan="2"></td></tr>
<tr><td>Timeframe</td><td>:</td><td></td><td></td></tr>
</table>

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

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

Practice 12.1
The board ensures there is effective, transparent and regular communication with its stakeholders.

Application	:	Applied	
Explanation on application of the practice	:	The Board ensures effective, transparent and regular communication with shareholders and stakeholders through various established channels, including announcements to Bursa Malaysia Securities Berhad via Bursa LINK, the Company's corporate website, and engagement through its investor relations function. The Company's website serves as a key communication platform, providing timely access to information on the Group's financial performance, operations, corporate developments and other matters of interest. Key documents such as quarterly financial results, the Annual Report, and corporate announcements are made readily available to stakeholders. The AGM provides a principal platform for direct engagement between the Board and shareholders. Shareholders are encouraged to participate actively in the AGM, where they may raise questions on proposed resolutions as well as the Group's performance and strategic direction. Directors and Senior Management attend the AGM to respond to queries and facilitate meaningful dialogue with shareholders.	
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
There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

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

Practice 12.2
Large companies are encouraged to adopt integrated reporting based on a globally recognised framework.

Application :	Not applicable – Not a Large Company	
Explanation on application of the practice :		
Explanation for departure :	The Company is not classified as a Large Company under the MCCG. Accordingly, Practice 12.2 on the adoption of integrated reporting based on a globally recognised framework is not applicable to the Company.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 13.1
Notice for an Annual General Meeting should be given to the shareholders at least 28 days prior to the meeting.

Application	:	Applied	
Explanation on application of the practice	:	The Company ensures that notice of its AGM and the Annual Report are issued to shareholders at least twenty-eight (28) days prior to the AGM. This provides shareholders with sufficient time to review the Annual Report and related materials, and to make informed decisions on the matters to be tabled at the AGM.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 13.2
All directors attend General Meetings. The Chair of the Audit, Nominating, Risk Management and other committees provide meaningful response to questions addressed to them.

Application	:	Applied	
Explanation on application of the practice	:	All Directors attended the previous AGM, which was held on 28 August 2025. During the AGM, shareholders were encouraged to actively participate and raise questions relating to the Group's operations and the proposed resolutions. The Board provided responses to questions addressed to them to facilitate open and meaningful engagement with shareholders. In addition, the external auditors were present at the meeting to respond to queries raised by shareholders, supporting transparency and accountability.	
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
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.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Departure</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">Please provide an explanation on how the practice is being applied.</td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2">The Company did not leverage technology to facilitate voting in absentia or remote shareholders' participation at its AGM held on 28 August 2025, as the AGM was conducted on a physical basis.</td></tr>
<tr><td colspan="2">Nevertheless, the Company remains committed to ensuring shareholders are able to effectively exercise their rights and participate in the AGM. Shareholders who are unable to attend the AGM in person may appoint up to two (2) proxies to attend, participate, speak and vote on their behalf in accordance with the Company's Constitution.

The Board will continue to review the use of technology for future general meetings to enhance shareholder participation where appropriate.</td></tr>
<tr><td colspan="4">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure</td><td>:</td><td colspan="2"></td></tr>
<tr><td>Timeframe</td><td>:</td><td></td><td></td></tr>
</table>

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.

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.		
Application :	Applied	
Explanation on application of the practice :	At the Company's previous AGM held on 28 August 2025, the Chairman ensured that the meeting facilitated meaningful engagement between the Board, Senior Management and shareholders. Shareholders were encouraged to participate actively by raising questions during the meeting. The Board addressed questions raised by shareholders, ensuring that the session was interactive and that shareholders were given sufficient opportunity to seek clarification on the Group's financial and non-financial performance as well as its strategic direction. All questions received were responded to in a meaningful manner.	
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
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.

<table>
<tr><td colspan="4">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.</td></tr>
<tr><td>Application</td><td>:</td><td colspan="2">Departure</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">Please provide an explanation on how the practice is being applied.</td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2">The Company did not conduct a virtual or hybrid general meeting for its AGM held on 28 August 2025, as the AGM was conducted on a physical basis.

Accordingly, the requirements relating to infrastructure and tools supporting virtual participation, including live broadcast, online interaction and visibility of shareholder questions during the meeting, were not applicable.</td></tr>
<tr><td colspan="2">Nevertheless, the Company ensured that shareholders were given sufficient opportunity to participate in the AGM by attending in person, raising questions during the meeting, and receiving responses from the Board and Senior Management. The Board is satisfied that the physical AGM provided an effective platform for meaningful engagement with shareholders.</td></tr>
<tr><td colspan="4">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure</td><td>:</td><td colspan="2"></td></tr>
<tr><td>Timeframe</td><td>:</td><td></td><td></td></tr>
</table>

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.

Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.		
Application :	Applied	
Explanation on application of the practice :	The minutes of the 24th AGM were published on the Company's website within 30 days after the meeting. This ensures that shareholders have timely access to a complete record of the discussions, decisions and resolutions tabled at the AGM.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

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

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