

CORPORATE GOVERNANCE REPORT

STOCK CODE : 5066
COMPANY NAME : NTPM Holdings Berhad
FINANCIAL YEAR : April 30, 2024

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	:	<p>The primary responsibility of the Board is to provide effective leadership to ensure that it promotes the long-term sustainable success of the Group, generating value for our shareholders and other stakeholders, and contributing to society. The Board, supported by its committees, provides leadership within a framework of prudent and effective controls.</p> <p>An effective Board is one that is made up of a combination of Executive Directors with intimate knowledge of the business and Non-Executive Directors from diversified industry/business backgrounds to bring broad business and commercial experiences to the Group.</p> <p>The Board received regular updates from the Executive Director and Group Chief Executive Officer ("Group CEO"), Mr. Lee Chong Choon and other members of Management in Board meetings in respect of all material business matters with regard to strategy, planning, business development, risk management, governance and employee engagement. The Board discusses and advises the Management in its formulation of business strategies, both short-term and long-term. Discussions would include the deployment of resources efficiently and effectively in achieving the set objectives. In making its decisions, the Board would be guided by the values and standards of the Group.</p> <p>The Board has the overall responsibility for corporate governance, establishing goals, strategies and direction, financial plans, annual budget, investment proposals, reviewing the performance of the Group and critical business issues and ultimately the enhancement of long-term shareholders' value. It monitors and delegates the implementation of the strategic direction to the Management.</p>

	<p>The Board plays an active role in the development of strategy. It has in place an annual strategy planning process whereby the Management presents to the Board its recommended strategy and proposed business plan for the following year at the Board meeting. The Board reviews and deliberates upon both the Management’s and its own perspectives, and challenges Management’s views and assumptions to deliver the best outcomes. On 26 June 2023, the Board deliberated and approved the budget and the capital expenditure for the FY2024 as presented by the Group CEO.</p> <p>During each quarterly meeting, the Board discusses with the Management on the status of the implementation of its strategic and business plan for the Group. The Board also receives updates from the Management on the operational and industrial challenges faced by the Group.</p> <p>The Board has a formal schedule of matters reserved for its decision which include, amongst others, the following: -</p> <ul style="list-style-type: none"> • Reviews and adopts a strategic and business plan for the Company. • Oversees the conduct of the business and evaluates whether the business is being properly managed. • Identifies principal risks and ensures the implementation of appropriate systems to manage these risks in order to achieve a proper balance between risks incurred and potential returns to shareholders. • Reviews the adequacy and the integrity of the internal control systems including systems for compliance with the applicable laws, regulations, rules, directives and guidelines. The Board shall ensure that there is a satisfactory reporting framework on internal financial controls and regulatory compliance. • Examines its own size and composition to determine the impact on the Board’s effectiveness. The Board shall ensure that it has enough Directors to discharge its responsibilities and perform its functions. • Receives and seeks relevant information for the assessment of the performance of the Company. • Ensures that the financial statements of the Company are true and fair, and comply with all applicable laws and governmental regulations applicable to the business and its conduct. • Ensures that Senior Management has the necessary skills and experience, and there are measures in place to provide for the orderly succession of Board and Senior Management. • Reviews, challenges and decides on the Management’s proposals for the Company and monitors its implementation by the Management. • Oversees Environmental, Social and Governance (“ESG”) issues.
<p>Explanation for departure :</p>	

<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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.

Application	: Applied
Explanation on application of the practice	<p>The Chairman of the Board is tasked with instilling good corporate governance practices within the organisation and leading the Board in adopting and implementing sound governance practices.</p> <p>The roles and responsibilities under the ambit of the Chairman and Managing Director of the Company are currently assumed by Mr. Lee See Jin. The Chairman of the Board also acts as Chairman at meetings of members.</p> <p>The Chairman undertakes a leadership role in the conduct of the Board and its relationship with shareholders and other stakeholders. The Chairman is primarily responsible for leading the Board to discharge its fiduciary duties and responsibilities effectively and ensuring the adequacy and integrity of the governance process.</p> <p>The Board is mindful that the dual roles of Chairman and Managing Director held by Mr. Lee See Jin and is of the view that there are experienced and independent-minded Directors on the Board to provide an effective check and balance so that no one individual has unfettered powers of decision making.</p> <p>Having joined the Board since 1996, Mr. Lee See Jin has considerable experience in the business of the Group and provides leadership for the Board in considering and setting the overall strategies and objectives of the Company. The Board is of the view that it is in the interest of the Company to maintain the above arrangement so that the Board can have the benefit of a chairman who is knowledgeable about the business of the Group and the territories globally in which the Group operates, who sets the overall strategies, conceptualises plans and leads the execution of all major projects and investments, and who is capable of guiding discussions at Board meetings and briefing the Board in a timely manner on key issues and developments directly or indirectly affecting the business of the Group.</p> <p>The Board is vigilant of the dual roles of the Chairman and Managing Director being performed by the same individual and will ensure that such arrangement will continue to be in the interests of the Company</p>

	and its shareholders as a whole.	
Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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 1.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>The roles of the Chairman and the CEO are held by different individuals, to facilitate the segregation of roles and responsibilities and the distribution of power and authority between them.</p> <p>The distinct roles and responsibilities of the Chairman and CEO are clearly outlined in the Company's Board Charter, which can be accessed on the Company's website.</p> <p>The Group CEO, Mr. Lee Chong Choon is responsible for the Group's operation, business units, organisation effectiveness and to execute the policies, strategies, directives and decisions as approved by the Board for the purposes of running the business and the day-to-day management of the Company. The Group CEO also acts as a link between the Board and the Management to align management actions to the Board's decisions and strategies.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
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

<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>	
Application :	Departure
Explanation on application of the practice :	
Explanation for departure :	<p>The Chairman of the Board, Mr. Lee See Jin is not a member of Audit Committee ("AC"), Nominating Committee ("NC") or Risk Management Committee ("RMC") but he is a member of Investment Committee ("IC").</p> <p>The Company believes that Mr. Lee See Jin has intimate knowledge of the business of the Group and is committed to setting high governance standards. His experience and industry knowledge benefit the Company and shareholders, which outweigh any perceived disadvantage of assuming the position of Chairman of the Board and a member of the IC.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	NA
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 1.5

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	:	<p>The Board is supported by two Company Secretaries who are members of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA). They are suitably qualified under the Companies Act 2016 and well-versed in compliance with the regulatory requirements, including the Companies Act 2016, Main Market Listing Requirements of Bursa Securities ("Listing Requirements"), Malaysian Code on Corporate Governance ("MCCG") and company secretarial matters.</p> <p>The Company Secretaries advise the Board on corporate governance related matters and ensure the Board adheres to the relevant rules and regulatory requirements as well as Board policies and procedures.</p> <p>The Company Secretaries attend and ensure that all Board and Committees meetings are properly convened, and all deliberations and decisions are properly minuted and kept.</p> <p>The Company Secretaries have kept abreast of regulatory changes, corporate governance developments and observe the Code of Ethics for Company Secretaries. The Board has full access to their advice and services, as well as information relating to the Company's affairs.</p> <p>The Board is satisfied with the performance and support rendered by the qualified and experienced Company Secretaries in discharging their functions.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	

Timeframe	:		
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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 1.6

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board meets, at least quarterly, to consider all matters relating to the overall control, business performance and strategy of the Company. Additional meetings will be called when necessary. The relevant reports and Board meetings papers are prepared in a concise and comprehensive manner and distributed to all Directors in a timely manner prior to the Board meetings to allow the Directors sufficient time to peruse and to facilitate effective discussion and decision-making during the meetings.</p> <p>All deliberations and decisions made at the Board meetings are recorded by the Company Secretaries including whether any Director abstained from voting or deliberating on a particular matter. Minutes of the meeting are circulated to the Board and the Management for review and comments in a timely manner and are confirmed at the subsequent Board meetings.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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	:	<p>The Board had in 2013 formalised a Board Charter (“Charter”) to document the roles and responsibilities to ensure accountability of the Board and Management. The Board is guided by the Charter which provides a reference for Directors in relation to the Board’s role, powers, duties and functions. The Charter also serves as a reference point for the Board’s activities where the Board has established clear functions reserved for the Board and those delegated to Committees.</p> <p>The Charter is reviewed on a regular basis to be in line with the latest statutory and regulatory requirements, as well as the operational and business direction of the Group.</p> <p>The Charter has been revised on 13 March 2023 and is available on the website of the Company.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
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.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board has in place a Code of Conduct and Ethics for all Directors and employees of the Group. The Code of Conduct and Ethics includes amongst others, respect for the individual, creating a culture of open and honest communication, setting tone at the top, upholding the laws, avoiding conflicts of interest, setting metrics and reporting results accurately. In addition to the Directors' Code of Ethics as set out in the Company Directors' Code of Ethics established by the Companies Commission of Malaysia, the Core Values of the Group also give emphasis on the behavioural ethics and conduct that set out the sound principles and standards of good practices within the business landscape of the Group, which are expected to be observed by the Directors and employees. Both Directors and employees are required to uphold the highest integrity in discharging their duties and in dealings with various stakeholders such as shareholders, customers, fellow employees, and regulators.</p> <p>The Directors have a duty to declare immediately to the Board should they be interested in any transaction to be entered into directly or indirectly by the Company. An interested Director is required to abstain from deliberations and decisions of the Board on the transaction and not to exercise any influence over the Board in respect of the transaction. In the event a corporate proposal is required to be approved by shareholders, interested Directors are required to abstain from voting in respect of their shareholdings in the Company on the resolutions pertaining to the corporate proposal, and will further undertake to ensure that persons connected to them similarly abstain from voting on the resolutions.</p> <p>During FY2024, there was no known non-compliance with the Code of Conduct and Ethics by the Directors and the employees.</p> <p>The Group adopted its Anti-Bribery and Corruption Policy on 26 June</p>

	<p>2020. The Anti-Bribery and Corruption Policy sets out the parameters to prevent the occurrence of bribery and corrupt practices in relation to the business of the Group. The Group takes reasonable and appropriate measures to ensure that it does not participate in corrupt activities through training sessions and enhanced processes. This policy is supplemental to and should be read in conjunction with the Code of Conduct and Ethics of the Company.</p> <p>In FY2024, no incident of bribery and corruption were reported to the Group. In addition, internal audit engagement did not identify any issues or activities indicative of bribery or corruption.</p> <p>The Code of Conduct and Ethics and Anti-Bribery and Corruption Policy are available on the website of the Company.</p>	
<p>Explanation for departure</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>Measure</p>		
<p>Timeframe</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.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board has formalised and adopted the Whistleblowing Policy and Procedures on 23 June 2016. The Whistleblowing Policy and Procedures serve as an essential part of the internal control system setting out a framework for all employees and stakeholders to report concern about any malpractice within the Group. This assists to nurture a standard of corporate behaviour in creating an ethical corporate climate and developing a culture of openness, transparency, accountability and integrity.</p> <p>There was no incident of whistleblowing in FY2024.</p> <p>The Whistleblowing Policy and Procedures is available on the website of the Company.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
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	:	<p>The Board recognises the importance of sustainability development to business and is committed to ensure emphases are given to environmental, social, economic and governance aspects as an integral part of its business operations.</p> <p>The Board is responsible for the development of the sustainability strategies. The Sustainability Working Group is headed by the Group CEO and supported by the members from the Occupational Safety and Health Management Committee, ECNZ (Environmental Choice New Zealand) Committee, and senior management and relevant heads of business and supporting units of the Group. The Sustainability Working Group has been entrusted to drive strategic management of material sustainability by identifying and recommending areas for improvement and implementing sustainability initiatives approved by the Board.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
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	:	<p>The Group conducts periodic engagement with both external and internal stakeholders to better understand their perspectives and concerns on key issues and to integrate those perspectives and concerns into the sustainability strategy.</p> <p>Details of the Stakeholder Engagement are set out in the Sustainability Statement as contained in the Annual Report 2024.</p> <p>The Group ensures that its communications with the shareholders and various stakeholders are transparent and timely. The Board is committed to establishing and maintaining open, long-term, mutually beneficial relationships with all of its stakeholder groups.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
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	:	In order to ensure the Board are kept abreast with sustainability issues and have a sufficient understanding in sustainability matters relevant to the Group and its business, Directors are expected to attend sustainability related programmes including conferences, seminars and trainings. Such sustainability issues would include climate-related risks and opportunities.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
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.

Application	:	Applied	
Explanation on application of the practice	:	The performance evaluation of the Board for FY2024 included a review of their performance in addressing the material sustainability risk and opportunities and environmental, social and governance (“ESG”) issues.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
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 4.5- 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	:	<p>The Group CEO has been designated to manage sustainability strategically including the integration of sustainability considerations in the operations of the Group as well as reporting.</p> <p>To oversee the planning and execution of sustainability strategies, the Sustainability Working Group has been set up and led by the Group CEO.</p> <p>The Sustainability Working Group identifies, evaluates, monitors and manages risks as well as opportunities relating to economic, environmental and social aspects and ensures that the sustainability matters are implemented throughout its business operations.</p>

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	:	<p>On annual basis, the NC evaluates, reviews and recommends to the Board the appropriate size of the Board, required mix of skills, experience and other qualities including core competencies which Non-Executive Directors shall bring to the Board to ensure that they are in line with the Company's and the Group's requirements. On annual basis, the NC also assesses the effectiveness of the Board as a whole and the contribution of each Director to the effectiveness of the Board and the contribution of the Board's various committees.</p> <p>The NC reviewed the tenure of each Director as well as the annual re-election of a Director in accordance with the Directors' Fit and Proper Policy of the Company, after making an evaluation that the relevant Director's performance and contribution to the Board have been satisfactory.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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	:	Applied
Explanation on application of the practice	:	<p>The Board currently comprises two (2) Executive Directors, three (3) Independent Non-Executive Directors, and one (1) Non-Independent Non-Executive Director. The present composition complies with Paragraph 15.02 of the Listing Requirements where the Independent Directors make up more than one-third (1/3) of the Board and Practice 5.2 of the MCCG where half of its members are Independent Directors.</p> <p>The Board having reviewed its size and composition is satisfied that its current configuration is well balanced, with diverse professional backgrounds, skills, expertise and knowledge in discharging its responsibilities for the proper functioning of the Board. Furthermore, the current number of Board members is conducive for efficient deliberations at Board meetings and effective conduct of Board decision-making.</p> <p>The Board is of the view that the existing Independent Directors provide an adequate level of independence in the Board's composition and conduct, giving the assurance that there is a balance of power and authority in the Board. The Independent Directors of the Company provide guidance, unbiased, fully balanced and independent views, advice and judgment to many aspects of the strategy of the Group so as to safeguard the interests of minority shareholders and to ensure that the highest standards of conduct and integrity are maintained by the Group.</p> <p>The Non-Executive Directors have both local and international experience, are professionals of high calibre and credibility and play a pivotal role in corporate accountability by contributing their knowledge, advice and business experience towards making independent judgment on issues of strategies, performance, resources and standards of conduct.</p> <p>The Board is satisfied that the Independent Directors represent the interest of public shareholders in the Company.</p>
Explanation for departure	:	

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

Intended Outcome

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

Practice 5.3

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	:	<p>The Board is mindful of the amendments in the Listing Requirements that the tenure of an Independent Director shall not be more than a cumulative tenure of twelve (12) years, implemented with effect from 1 June 2023.</p> <p>The Board is also mindful of the recommendation of the MCCG that the tenure of an Independent Director does not exceed a cumulative term limit of nine (9) years. Upon completion of the nine (9) 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 (9) years, it should justify and seek annual shareholders' approval through a two-tier voting process in accordance with Practice 5.3 of MCCG.</p> <p>As of now, none of the Independent Directors have exceeded their nine (9)-year tenures.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.4 - 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 :	

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	:	<p>The Board believes that a diverse and inclusive Board will leverage the differences of its members, to achieve stewardship and in turn, retain its competitive advantage. In this respect, the Board endeavours to ensure that it consists of individuals with diverse background equipped with professional and technical knowledge to effectively carry out their roles as the representative of the interests of shareholders.</p> <p>The Company is guided by its Directors' Fit and Proper Policy adopted on 27 June 2022 in ensuring that the appointment and re-election of the members of the Board and Senior Management were based on identified objective criteria, e.g. character, integrity, relevant range of skills, knowledge, experience, competence, and time commitment so that they are able to discharge their roles and responsibilities effectively in the best interest of the Company.</p> <p>In FY2024, the NC have assessed Mr. Nishant Grover's ("Mr. Grover") professional qualifications, knowledge, competencies, integrity and independence as well as fulfilment of criteria set out in the Directors' Fit and Proper Policy, then recommended his appointment as a Non-Independent Non-Executive Director of the Company, which was approved by the Board, with effect from 20 June 2023.</p> <p>The Board, through the NC, considers annually the time commitment expected from each of the Director to meet the expectations of their role. The Board is also expected to attend the AGM, engage with stakeholders and participate in the Board evaluation process.</p>
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.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board is responsible for the appointment of new Directors. In sourcing for new Directors, the Board acknowledges the importance of not solely relying on recommendations from existing Board members, Management or major shareholders in identifying candidates for appointment of Directors, but trust that such recommendation has its merits. The NC has the authority to obtain the services of professional recruitment firms to source candidates for directorship or seek independent professional advice whenever necessary.</p> <p>The NC is empowered to bring to the Board recommendations as to the appointment of any new director or to fill Board vacancies as and when they arise. In making its recommendation, the NC will consider the required mix of skills, knowledge, education, qualities, expertise and experience, professionalism, integrity, time commitment, contribution and other factors including core competencies that the new Directors of the Company should bring to the Board.</p> <p>In addition, Part 4.2.2 of the Board Charter specifies that the Board should use a variety of approaches and sources to ensure that it is able to identify the most suitable candidates. This may include sourcing from a directors' registry, open advertisements or the use of independent search firms.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.7

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	:	<p>The performance of retiring Directors recommended for re-election at the forthcoming Twenty-Eighth (“28th”) AGM has been assessed through the Board’s annual evaluation.</p> <p>The retiring Directors had abstained from voting on any resolution and making any recommendation and/or participating in respect of matters in which they have an interest.</p> <p>A statement by the Board and NC pertaining to their satisfaction with the performance and effectiveness of the retiring Directors who are offering themselves for re-election at the AGM has been set out in the explanatory notes accompanying the Notice of AGM.</p> <p>The profile for the retiring Directors, including their nature of interest with the Company (if any), are set out in the Directors’ Profile section of this Annual Report.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
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 NC comprises exclusively Independent Non-Executive Directors. The NC is chaired by an Independent Non-Executive Director, Mr. Tan Choon Thye.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.9

The board comprises at least 30% women directors.

Application	:	Applied
Explanation on application of the practice	:	<p>The Company does not practice any form of gender, ethnicity and age group biasness as all candidates for either the Board or Senior Management shall be given fair and equal treatment.</p> <p>The Board believes that there is no detriment to the Company in not adopting a formal gender, ethnicity and age group diversity policy as the Company is committed to providing fair and equal opportunities and nurturing diversity within the Group.</p> <p>In identifying suitable candidates for appointment to the Board, the NC will consider candidates on merit against objective criteria and with due regard for the benefits of diversity on the Board.</p> <p>As of the reporting date, two (2) out of six (6) Directors i.e. 33% on the Board are females. The Company had exceeded the requirement of Practice 5.9 of the MCCG to have at least 30% women Directors on the Board.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.10

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 board diversity policy or gender diversity policy. The appointment of the Board and Senior Management is based on objective criteria and merit with due regard to diversity skills, experience, age, cultural background and gender.	
		The Group is committed to provide fair and equal opportunities and encourage the recruitment of women directors where such candidates possess the necessary skills, expertise, experience, time commitment and able to serve effectively on the Board.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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>	
Application	: Applied
Explanation on application of the practice	: <p>The NC conducted an annual assessment of its Directors and the effectiveness of the Board of Directors as a whole in terms of Board mix and composition, quality of information and decision making, boardroom activities and Board relationship with Committees and with the Management for FY2024. The performance of the Board as a whole as well as Committees are assessed annually via an evaluation survey questionnaire known as Board Evaluation Questionnaire ("Questionnaire") to evaluate the overall performance against the criteria as set out in the Questionnaire. The aim of the Questionnaire is to enhance the effectiveness and strength of the assessment and to identify areas that need to be improved.</p> <p>The findings of the Questionnaire which was presented to the Board by the NC confirmed that the Board has discharged its duties and responsibilities effectively for FY2024.</p> <p>The NC also assessed the independence of each of the Independent Non-Executive Directors annually, taking into account the individual Director's ability to exercise independent judgment at all times and to contribute to the effective functioning of the Board. All findings by the NC were reported to the Board.</p> <p>The Committees are assessed based on the efficiency and effectiveness of each Committee, the contribution of its members to the effectiveness of the Board and the commitment to their roles and responsibilities in discharging their duties.</p> <p>The NC conducted an assessment of the Directors who are subject to retirement at the forthcoming 28th AGM in accordance with the provisions of the Constitution of the Company. After review, the NC</p>

	then proposed the re-election of the relevant Directors to the Board for its recommendation for shareholders' approval at the forthcoming 28 th AGM.	
Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

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	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>In general, the remuneration is structured so as to link rewards to corporate and individual performance in the case of the Executive Directors and Senior Management. As for the Non-Executive Directors, the level of remuneration reflects the experience and level of responsibilities undertaken individually by the Director concerned.</p> <p>The Board does not have any formal remuneration policy. During FY2024, the Board performed its duty to assess annually the remuneration package of its Executive Directors. The Directors' fees and benefits of Directors are recommended by the Board and subject to approval by shareholders at each AGM.</p> <p>All Directors are paid fixed annual fees which are determined by the Board as a whole and subject to the approval from the shareholders annually. In addition to the fixed annual fees, all Non-Executive Directors are paid meeting allowance for attending meetings.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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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	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Board currently has not set up the Remuneration Committee to review the remuneration of the Executive Directors. The Board views that the remuneration of the Executive Directors is a matter for the Board to deliberate upon as a whole based on market conditions, responsibilities held and the corporate and individual performance.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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 detailed disclosure on named basis of the remuneration of individual directors including the breakdown of individual directors on fees, salary, bonus, benefits in-kind and other emoluments for FY2024 are as disclosed 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	Lee See Jin	Executive Director	60	0	906	0	16	0	982	60	0	906	0	16	0	982
2	Lee Chong Choon	Executive Director	60	0	974	548	1.5	0	1,583.5	60	0	974	548	15	0	1,597
3	Tan Choon Thye	Independent Director	60	4	0	0	0	0	64	60	4	0	0	0	0	64
4	Dato' Dr. Juita Binti Ghazalie	Independent Director	60	4	0	0	0	0	64	60	4	0	0	0	0	64
5	Chang Hui Yui	Independent Director	60	4	0	0	0	0	64	60	4	0	0	0	0	64
6	Nishant Grover	Non-Independent Non-Executive Director	60	2	0	0	0	0	62	60	2	0	0	0	0	62
7																
8																
9	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	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

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

Practice 8.2

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

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	The Company believes it may not be in its best interest to disclose the information on the remuneration on the named basis of each member of the Senior Management, having considered the highly competitive human resource environment for personnel with the requisite knowledge, expertise and experience in the business activities of the Group, where such remuneration disclosure may give rise to talent recruitment and retention issues.
		The remuneration of the Senior Management which is a combination of annual salary, bonus and benefits-in-kind are determined in a similar manner as other management employees of the Group. The basis of determination has been consistently applied and is based on individual performance and the overall performance of the Group and benchmarked against other similar size companies operating in similar industry.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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	:	

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.

Application	:	Applied	
Explanation on application of the practice	:	<p>The Company complied with Practice 9.1 of the MCCG which stipulates that the Chairman of the AC is not the Chairman of the Board.</p> <p>The AC is chaired by an Independent Non-Executive Director, Mr. Tan Choon Thye who is not the Chairman of the Board. This had ensured that the objectivity of the Board's review of the AC's findings and recommendations is not impaired.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
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 9.2

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	:	<p>The Terms of Reference (“TOR”) of the AC requires the former partner of the external audit firm and/or the affiliate firm (including those providing advisory services, tax consulting, etc.) to observe a cooling-off period of at least three (3) years before being appointed as a member of the AC.</p> <p>None of the AC members were former key audit partners of the Company and the Group.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
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	:	<p>The Board has adopted a Policy for the Assessment of the Suitability and Independence of External Auditors which defines the guidelines and procedures to be undertaken by the AC to assess the suitability, objectivity and independence of external auditors.</p> <p>This is also in accordance with the TOR of the AC to review the annual performance assessment, including the suitability, objectivity and independence of the external auditors.</p> <p>In FY2024, the AC conducted an annual assessment of the suitability, objectivity and independence of the External Auditors, Messrs. Ernst & Young PLT.</p> <p>The AC has conducted an annual review of non-audit services provided by the affiliated firm of the external auditors for FY2024 as disclosed in this Annual Report. The AC is satisfied that the nature and extent of such services will not prejudice the independence and objectivity of the external auditors.</p> <p>The AC has assessed and is satisfied with the competence and independence of the external auditors and has recommended the re-appointment of the external auditors for shareholders' consideration at the forthcoming 28th AGM of the Company.</p> <p>The Board, on the recommendation of the AC, is of the view that the declaration of independence, integrity, and objectivity made by the external auditors in their audit report for each financial year under review is sufficient to serve as a written assurance from the external auditors on their independence and integrity throughout the conduct of the audit engagement in accordance with the independence criteria as set out by the By-Laws of Malaysian Institute of Accountants ("MIA"), and has recommended their re-appointment as the external auditors of the Company for the ensuing year, upon which the shareholders' approval has been sought at the AGM.</p>

Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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	:	Adopted
Explanation on adoption of the practice	:	Currently, the AC comprises three (3) members, all of whom are Independent Non-Executive Directors.

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.

Application	:	Applied
Explanation on application of the practice	:	<p>All AC members are financially literate, and its composition and performance are reviewed by the NC annually and recommended to the Board for its approval.</p> <p>A member of the AC, namely Ms. Chang Hui Yuin is a member of the MIA thus fulfilling the requirement under Paragraph 15.09(1)(c)(i) of the Listing Requirements.</p> <p>The AC members acknowledge the need to continuously develop and increase their knowledge in the area of accounting and auditing standards, given the changes and development in this area from time to time.</p> <p>All members of the AC have undertaken and will continue to undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules as and when required.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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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	<p>The Board has adopted a risk management framework and ongoing process to assess the various types of risks, which might have an impact on the profitable operation of the business. These include strategic risk, operational risk and project risk. The following outlines the risk management policies of the Group: -</p> <ul style="list-style-type: none"> (a) to weigh business decisions against the philosophy that business risks would be necessarily incurred if the associated rewards are expected to enhance the shareholder value; (b) to ensure risks that may have a significant impact upon the Group are identified in a manner that would result in their expeditious treatment; (c) to provide reasonable assurance to the stakeholders that the probability of attaining the objectives of the Group would be enhanced by the establishment of an Enterprise Risk Management ("ERM") framework; (d) to establish an environment or platform whereby risk management activities are effectively undertaken; (e) to manage risks by adopting best practice methodologies for the identification, analysis, evaluation, reporting, treatment and monitoring of risks; and (f) to provide an assurance regarding the extent of the compliance with regulatory requirements and the policies and procedures in place. <p>The Company had appointed an external consultant to establish the ERM Framework in 2003, which provides a systematic approach to identify, assess, monitor as well as manage risk across the Group.</p> <p>The Board through the RMC obtains reports from the internal auditors on the periodic checks on the internal control systems and on-going</p>

	<p>review of its ERM Framework. In accordance with the ERM Framework of the Group, the RMC oversees the risk management process.</p> <p>The ERM Framework is aligned with its long-term strategic objectives and is embedded in the daily operations of the individual companies within the Group. This ERM system is an ongoing and systematic process to identify, assess, respond and monitor risks. In accordance with the ERM Framework, the RMC oversees the risk management process.</p>	
<p>Explanation for departure</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>Measure</p>		
<p>Timeframe</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.

Application	:	Applied	
Explanation on application of the practice	:	The details of the internal control system and framework of the Company are set out in the Statement on Risk Management and Internal Control of the Annual Report 2024.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
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 10.3 - 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	<p>The RMC is responsible for reviewing and recommending the risk management policies and strategies for the Group. It assists the Board to fulfill its corporate governance, risk management and statutory responsibility in order to manage the overall risk exposure of the Group to safeguard shareholders' investment and the assets of the Company.</p> <p>The RMC comprises a majority of Independent Directors as follows: -</p> <p><u>Chairman:</u> Mr. Lee Chong Choon (Group CEO, Executive Director)</p> <p><u>Members:</u> Mr. Tan Choon Thye (Independent Non-Executive Director) Dato' Dr. Juita Binti Ghazalie (Independent Non-Executive Director) Ms. Chang Hui Yuin (Independent Non-Executive Director)</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 11.1

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	<p>In order for the Company to maintain sound systems of internal controls, the Group has established an Internal Audit Department (“IAD”), whose internal audit function is independent of the business activities, operating entities and divisions. Its principal activities include undertaking regular and systematic audits of the operating entities and divisions, reviewing and testing the system of internal controls including ERM and governance processes so as to provide independent and objective assurance that such systems are effective and are operating satisfactorily.</p> <p>The internal auditors adopt a risk-based approach towards the planning and conduct of audits, which are consistent with the framework in designing, implementing and monitoring its internal control system.</p> <p>The IAD’s operation is guided by the Internal Audit Charter which was approved by the AC. Audit engagement focuses on areas of priority according to their annual risk assessment and in accordance with the annual strategic audit plans approved by the AC.</p> <p>The key duties and responsibilities undertaken by IAD include: -</p> <ul style="list-style-type: none"> • review and appraise the soundness and adequacy of internal control • ascertain the extent of compliance with internal policies, procedures and standard • identify opportunities for process and internal control improvement • coordinate ERM activities • review compliance with applicable rules and regulations • carry out special ad-hoc audit at AC and/or Management's request <p>The Head of the IAD attends AC meetings and reports directly to the AC on the annual internal audit plan and internal audit reports on the audit conducted in accordance with the annual internal audit plan.</p> <p>During FY2024, the internal auditors presented their internal audit</p>

	reports to AC and Management regarding any major audit findings on the weaknesses in the system and controls of the operation. Areas for improvement were highlighted and the implementation of recommendations were monitored. None of the internal control weaknesses has resulted in any material losses, contingencies or uncertainties that would require disclosure in the Annual Report.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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.

Application	:	Applied
Explanation on application of the practice	:	<p>As of the date of reporting, the IAD consists of four (4) audit personnel and is led by Mr. P'ng Ching Chong.</p> <p>Mr. P'ng Ching Chong holds a Bachelor of Commerce Degree with Double Major in Finance and Accounting from Deakin University in Australia and is a member of the Institute of Internal Auditors Malaysia.</p> <p>During FY2024, the AC assessed and reviewed the adequacy of the scope, functions, resources, competency and independence of the IAD. The AC is satisfied that the IAD has sufficient resources, staffed by suitably qualified and experienced personnel and has to the best of its ability maintained its independence in carrying out the internal audit function.</p> <p>None of the internal audit personnel had any relationship or conflict of interest that could impair their objectivity and independence in conducting their internal audit functions. The IAD provides the AC with reasonable assurance on the adequacy and integrity of the Group's internal control systems.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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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	:	<p>The Company recognises that strengthening the relationship between the Company and its shareholders is an important aspect of upholding the principles and best practices of corporate governance. The Company aims to strengthen the mutual relationship with its shareholders and investors to maintain a high level of shareholder and investor confidence and to ensure stable and longer-term value creation.</p> <p>The website of the Company incorporates an “Investor Relations” section where the industry outlook and the performance of the Group would be captured for the investors’ notation. Under the corporate webpage, announcements released by the Company to Bursa Securities are captured under the “Announcement” section. The public can also access corporate information, financial information, Annual Reports, Share Buy-Back Statements, corporate governance matters and other corporate policies. The investors are provided with sufficient business, operations and financial information on the Group to enable them to make informed investment decisions.</p> <p>Investor relations activities such as meetings with fund managers and analysts are held at appropriate times to explain the strategy, performance and major developments of the Group.</p> <p>In maintaining the commitment to effective communication with shareholders, the Group adopts the practice of comprehensive, timely and continuing disclosures of information to its shareholders as well as to the general investing public. The practice of disclosure of information is not just established to comply with the requirements of the Listing Requirements but also in line with the MCCG to strengthen engagement and communication with shareholders. Where possible and applicable, the Group also provides additional disclosure of information on a voluntary basis. The Group believes that consistently maintaining a high level of disclosure and extensive communication</p>

	with its shareholders is vital for its shareholders and investors to make informed investment decisions.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
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	:	<p>General meeting serves as a principal platform for the Board and Senior Management to engage with shareholders and encourage effective shareholder communication on the performance, corporate and business developments of the Company and any other matters affecting shareholder interests.</p> <p>In line with good corporate governance practice, the notice of the 27th AGM was issued to shareholders on 25 August 2023, more than 28 days prior to the said AGM held on 25 September 2023, to provide the shareholders with sufficient time to consider the resolutions that would be discussed and decided at the 27th AGM.</p> <p>The notice of AGM was also published in the nationally circulated daily newspaper within the mandatory period and in the announcement of the Company via Bursa Securities as well as the website of the Company.</p> <p>The notice of AGM provides further explanation beyond the minimum content stipulated in the Listing Requirements for the resolutions proposed along with any background information and reports or recommendation, where required and necessary, to enable shareholders to make an informed decision in exercising their voting rights.</p> <p>To further promote participation of members through proxy(ies), which is in line with the insertion of Paragraph 7.21 of the Listing Requirements, the Constitution of the Company includes explicitly the right of proxies to speak at general meetings, to allow a member who is an exempt authorised nominee to appoint multiple proxies for each omnibus account it holds and to disallow any restriction on proxy's qualification.</p>
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	:	<p>All members of the Board, the Company Secretary, External Auditors and the Senior Management had attended the 27th AGM to engage directly with the shareholders.</p> <p>All Board members, particularly the chairperson of each Committee endeavoured to attend general meetings to facilitate engagement with shareholders and to address any relevant questions and concerns raised by the shareholders. The external auditors were present at all the AGM to respond to any queries from shareholders on the audit conducted, the preparation and content of the auditors' report, and the accounting policies adopted by the Company.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
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.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>Pursuant to the Listing Requirements, all listed companies are required to conduct poll voting for the resolutions put up at its general meeting effective from 1 July 2016.</p> <p>The Company has leveraged the technology by conducting poll voting for all the resolutions tabled at the 27th AGM held on 25 September 2023 through electronic devices for greater efficiency and accuracy.</p> <p>The Company had appointed a Poll Administrator to conduct the polling process and another independent scrutineer to validate the votes cast and the results of each resolution put to vote were announced at the meeting. An announcement detailing the results, including the total number of votes cast for and against each resolution and the respective percentages was announced via Bursa Securities website after the conclusion of the general meeting.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
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 13.4

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>	
Application :	Applied
Explanation on application of the practice :	<p>The AGM is a valuable opportunity for the Board to engage with shareholders directly.</p> <p>At the 27th AGM, all the Directors were present in person to engage directly with the shareholders. The Chairman ensured that sufficient opportunities were given to shareholders to raise issues relating to the affairs of the Company by providing ample time for the Question-and-Answer session. The Directors had actively responded to relevant questions addressed to them. The representatives from external auditors were also present to respond to queries raised by shareholders.</p> <p>In addition, written queries raised by the Minority Shareholders Watch Group were presented to shareholders during the 27th AGM together with the responses of the Company.</p>
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
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.

<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>	
Application :	Not applicable – only physical general meeting was conducted in the financial year
Explanation on application of the practice :	
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
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 13.6

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>	
Application :	Applied
Explanation on application of the practice :	The minutes of the 27 th AGM detailing the proceedings of the AGM was made available on the website of the Company within 30 business days after the conclusion of the AGM. The minutes provide useful information to shareholders and investors especially for the shareholders who were unable to attend to keep track of the AGM.
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
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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