

CORPORATE GOVERNANCE REPORT

STOCK CODE : 0239
COMPANY NAME : ECOMATE HOLDINGS BERHAD
FINANCIAL YEAR : February 28, 2025

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

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

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

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board of Directors of Ecomate Holdings Berhad ("Ecomate" or "the Company") ("the Board") is mindful of its responsibilities in leading and determining the strategic direction and overseeing the overall management of the Company. It aims to provide an effective oversight of the conduct of Ecomate and its subsidiary company' ("the Group") businesses, while ensuring that appropriate risk management and internal control systems are in place as well as regularly reviewing such systems to ensure their adequacy, integrity and effectiveness. The Board takes into consideration the interests of all stakeholders in their decision-making so as to ensure the Group's objective of creating long-term shareholder value is met.</p> <p>The Board is guided by a Board Charter. The Board Charter was adopted by the Board on 21 December 2020. Any subsequent amendment to the Board Charter can only be approved by the Board. The Board Charter sets out the Board's strategic intent and outlines the roles and responsibilities of the Board and its committees, individual directors and the Chairman as well as the respective meetings' requirements. The Board Charter is subject to review as and when necessary and it is available on the corporate's website at www.ecomate.com.my.</p> <p>To assist the Board in discharging its oversight function, the Board has delegated specific responsibilities to the following board committees:</p> <ul style="list-style-type: none">• Audit and Risk Management Committee ("ARMC")• Nominating Committee ("NC")• Remuneration Committee ("RC"). <p>The Board decided that the key senior management team would assume the risk management function and reports directly to the</p>

	<p>ARMC, which has an oversight role for risk management governance. The Board has also reviewed and approved the respective Terms of Reference (“TOR”) of the ARMC, NC and RC to be aligned with the requirements of the applicable practices and guidance of the Malaysian Code on Corporate Governance. The TORs are subject to review as and when necessary and are available on the corporate’s website at www.ecomate.com.my.</p> <p>Each board committee operates its functions within its respective TORs approved by the Board. The Chairman or Chairwoman of the respective board committees reports to the Board on matters deliberated and recommendations made by the respective board committees.</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

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, Tan Sri Datuk Hussin Bin Haji Ismail who provides leadership and lead the Board is responsible to instill good corporate governance practices and for ensuring the Board's effectiveness so that the Board can perform its responsibilities effectively in facilitating the achievement of the Group's corporate objectives.</p> <p>The Chairman is responsible for:</p> <ul style="list-style-type: none"> a) Leadership of the Board; b) Overseeing the Board in the effective discharge of its supervisory role; c) The efficient organisation and conduct of the Board's function and Meetings; d) Facilitating the effective contribution of all Directors; e) Briefing of all Directors in relation to issues arising at Meetings; f) The promotion of constructive and respectful relations between Board Members and between the Board and Management; g) Committing the time necessary to discharge effectively his/her role as Chairman; and h) Scheduling regular and effective evaluations of the Board's performance: <ul style="list-style-type: none"> (1) Setting the board agenda and ensuring that board members receive complete and accurate information in a timely manner; and (2) Ensuring appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the board as a whole.
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 1.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>The positions of the Chairman and the Managing Director ("MD") are distinct and separate, and are held by separate individuals to create accountability and to ensure there is a balance of power and authority so that no one individual has unfettered powers in decision making. The primary role of Chairman, Tan Sri Datuk Hussin Bin Haji Ismail is to ensure the Board's effectiveness by promoting constructive and open discussion and exchange of views between Board and the Management, as well as to lead discussions on strategies and policies, and to spearhead the Board on its collective oversight responsibilities. Meanwhile, the MD, Jason Koh Jian Hui is responsible for implementing the Company's strategies, policies and undertake the day-to-day management of business and operations with the view of achieving its corporate objectives, performance targets and long-term goals.</p> <p>The details of these responsibilities are articulated in the Board Charter which is made available on the corporate's website: www.ecomate.com.my.</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 :	Applied
Explanation on application of the practice :	Chairman of the Board, Tan Sri Datuk Hussin Bin Haji Ismail, is not a member of the Audit and Risk Management, Nominating or Remuneration Committee. The Board Committees are included in the Annual Report 2025 and published on the corporate's website: www.ecomate.com.my .
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 1.5

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 Company Secretaries of the Company have the requisite credentials, and are suitably qualified to act as company secretaries under Section 235(2) of the Companies Act 2016. The Company Secretaries play a significant role in supporting the Board to ensure that all governance matters and Board procedures are followed and that the applicable laws and regulations and the Malaysian Code on Corporate Governance are complied with. These include obligations of Directors relating to disclosure of interests and disclosure of any conflicts of interest in transactions with the Company.</p> <p>All Directors also have full and unrestricted access to the advice and services of the Company Secretaries. The Board is regularly updated on new guidelines, directives and new regulatory issues affecting the Company by the Company Secretaries. The Board is satisfied with the support and performance rendered by the Company Secretaries in assisting the Board to discharge its duties.</p> <p>The key roles of the Company Secretaries are set out in the Board Charter which is available on the corporate's website www.ecomate.com.my.</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 1.6

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 notices of meetings and agenda together with Board meeting papers are furnished to the Directors at least one (1) week before each Board meeting. This enables the Directors to prior peruse the matters to be deliberated upon. Further information, if any, are provided at the meeting for deliberation and informed decision making.</p> <p>The Board meeting papers include, among others, the following documents or information:</p> <ul style="list-style-type: none"> • reports of meetings of all committees of the Board including matters requiring the Board's deliberation, approval and notation • performance reports of the Group, which include information on financial, strategic business issues and updates • major operational, financial, legal, regulatory and corporate issues • board papers for other matters for discussion or approval <p>The Company Secretary is responsible for recording the minutes of each meeting and such minutes are circulated for the Board's review subsequent to each meeting.</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	:	The Board is guided by a Board Charter. The Board Charter was adopted by the Board on 21 December 2020. Any subsequent amendment to the Board Charter can only be approved by the Board. The Board Charter sets out the Board's strategic intent and outlines the roles and responsibilities of the Board and its committees, individual directors and the Chairman as well as the respective meetings' requirements. The Board Charter is subject to review as and when necessary and it is available on the corporate's website at www.ecomate.com.my .
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 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 Company has established and implemented Code of Conduct and Ethics to guide all employees on the “tone at the top” and to promote an ethical culture and practices towards establishing high standards of behavior and integrity in the conduct of the Group’s businesses and activities. The Board has implemented appropriate processes and systems to support, promote and ensure its compliance.</p> <p>The Code of Conduct and Ethics has been reviewed by the Board and is made available at the corporate’s website at www.ecomate.com.my.</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 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 Company has formalized a Whistle Blowing Policy, with the aim to provide a structured mechanism for its employees, Directors and associates to report suspected and/or known misconduct, wrongdoings, corruption and instances of fraud, waste, and/or abuse involving the resources of the Company and to provide reassurance that they shall be protected from reprisals or victimisation for whistleblowing in good faith.</p> <p>The Whistle Blowing Policy has been reviewed by the Board and is made available at the corporate's website at www.ecomate.com.my.</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 4.1

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>Key responsibilities of the Board under the Board Charter include to review, approve and implement strategic initiatives that support long term value creation and sustainable strategic business development. Accordingly, the Board is ultimately responsible for ensuring that sustainability is integrated into the strategy setting of ECOMATE. In achieving this, the Board has incorporated key sustainability matters into meeting agendas of the Group's meetings.</p> <p>Our sustainability related activities undertaken and targets set out by the Company have been disclosed in the Sustainability Statement of the Company's Annual Report 2025.</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 4.2

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 Board has established a transparent communication with the Group's internal and external stakeholders to ensure they are aware of the Group's sustainability strategies, targets and performances.</p> <p>Our engagement with stakeholders allows us to gain more complete understanding on our materiality issues and matters. Whilst, we are also able to capture the key aspects and impacts of our sustainability journey.</p> <p>The details pertaining to the stakeholders' engagement are set out in the Sustainability Statement on pages 27 and 28 of the Annual Report 2025.</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	:	The Board is aware of the importance of sustainability creation and has identified its stakeholder engagement groups as well as relevant areas of sustainable management in the Company's Sustainability Statement as set out in the Company's Annual Report 2025.	
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	:	<p>The Board and key senior management team recognise the importance of sustainability in addressing sustainability risks and opportunities are reviewed and evaluated based on the overall performance of the Company in the financial year ended 28 February 2025.</p> <p>The Board has reviewed the adequacy and effectiveness of the risk management and internal controls framework, and that relevant actions have been or are being taken, as the case may be, to remedy any significant weaknesses identified from the review based on the outcome of observations raised by the internal auditors and external auditors directly to the Board.</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 4.5- 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	:	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 5.1

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>The Nominating Committee (“NC”) is responsible for the overall composition of the board. The key responsibilities of the NC, amongst others, are as follows:</p> <ul style="list-style-type: none"> • Conduct periodic evaluations of the Board of Directors as a whole and the Committee; • Identify, consider and select, or recommend for the selection of the Board of Directors, candidates to fill new positions or vacancies on the Board of Directors, and review any candidates recommended by stockholders, provided that such recommendations are submitted in writing to the Secretary of the Company, and include, among other things, the recommended candidate’s name, biographical data and qualifications, and that such recommendations are otherwise made in compliance with the Company’s bylaws and its shareholder nominations and recommendations policy; <p>In identifying suitable candidates the NC shall:-</p> <ol style="list-style-type: none"> i. consider open advertising or the services of external advisers to facilitate the search; ii. consider candidates from a wide range of backgrounds; iii. consider candidates on merit and against objective criteria and with due regard for the benefits of diversity on the Board, including gender, taking care that appointees have enough time available to devote to the position.
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 comprises six (6) Directors, of whom four (4) are Independent Non-Executive Directors. In this respect, the Board has complied with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad to have at least one-third (1/3) of the Board membership consisting of Independent Directors.</p> <p>The existing Independent Non-Executive Directors have accounted for 66% of the Board composition which is in line with the best practice recommended by Malaysian Code on Corporate Governance.</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 5.3

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

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

Application	:	Not applicable - Step Up 5.4 adopted None of the Independent Directors' tenure exceed a cumulative term of 9 years	
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

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

Practice 5.4 - Step Up

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

<i>Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.</i>	
Application	: Adopted
Explanation on adoption of the practice	: The Board has set in the Board Charter that the tenure of an independent director shall not exceed a cumulative term of 9 years. Upon completion of the 9 years, the independent director may continue to serve on the Board as a non-independent director. In the event such Director was to be retained as an Independent Director, the Board would have to justify in the notice convening the Annual General Meeting and seek shareholders' approval through a two-tier voting process.

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 has adopted a fit and proper policy for the appointment of Directors of the Company. This Policy will enhance the governance of the Company in relation to the Board's quality and integrity, as well as to ensure that, each of its directors has the character, experience, integrity, competence, time and commitment to effectively discharge his/her role as a director. The Board shall ensure that the fit and proper criteria on the appointment of directors of the Company are applied on a continuing basis. The Board and the Nominating Committee shall conduct the fit and proper assessment prior to the appointment and re-election of any candidate as a director.</p> <p>This policy is accessible through the corporate's website at www.ecomate.com.my.</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 5.6

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 appointments of new Directors are undertaken by the Board as a whole after considering the recommendations of the Nominating Committee (“NC”).</p> <p>The NC may require to utilises independent sources to identify suitably qualified candidates. NC shall undertake a thorough assessment of the candidate’s criteria, which includes qualifications, skills, knowledge, expertise, experience, competence, integrity, personal attributes and the capability to devote the necessary time and commitment to the role.</p> <p>In the event that the selection process was based solely on the recommendations made by the Management, the existing Board member(s) or major shareholder(s), the NC will explain why other sources were not used.</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 details of the directors who are due for retirement and offered themselves for re-election and information on the respective directors' interest, position, independence and experience have been clearly set out in the Company's Annual Report 2025.</p> <p>The performance of retiring directors will be assessed by the Nominating Committee ("NC") and the Board before recommendation is made to the shareholders for consideration.</p> <p>For independent directors, the NC assesses their relationship with the executives that might influence, or reasonably be perceived to influence their capacity to bring an independent judgement and to act in the best interests of the listed company as a whole.</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 5.8

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Nominating Committee (“NC”) is chaired by Independent Non-Executive Director, Goh Siow Cheng and comprises wholly of Independent and Non-Executive Directors. The members of the NC are:</p> <ol style="list-style-type: none"> 1. Goh Siow Cheng (Chairperson, Independent Non-Executive Director) (Appointed on 31 July 2024) 2. Lim May Wan (Chairperson, Independent Non-Executive Director) (Resigned w.e.f 31 July 2024) 3. Datuk Lee Ching Yong (Member, Independent Non-Executive Director) 4. Lim Yik Hui (Member, Independent Non-Executive Director) <p>The NC operates under its terms of reference and had two (2) meetings during the financial year ended 28 February 2025 which was attended by all members.</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 5.9

The board comprises at least 30% women directors.

Application	:	Applied	
Explanation on application of the practice	:	The Board comprise two (2) female Directors out of six (6) Directors, equivalent to 33.3% women representation on the Board, in which have exceeded the 30% female representation on the Board as recommended in the Malaysian Code on Corporate Governance.	
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 5.10

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board is supportive of the gender diversity policy. In its selection for Board appointment, the Board believes in, and provides equal opportunity to candidates who have the skills, experience, core competencies and other qualities regardless of gender. The ultimate decision will be based on merit, contribution and potential that the selected candidates will bring to the Board and Company.</p> <p>Gender diversity for the Board and Senior Management are disclosed in Annual Report 2025.</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

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	:	<p>The Board's effectiveness will be assessed in the following key areas of composition, administration and process, accountability and responsibility, Board conduct, communication and relationship with Management, performance of the Chairman and Managing Director, the time commitment in discharging their role and responsibilities through attendance at their respective meetings as well as the application of good governance principles to create sustainable shareholder's value.</p> <p>The Board will undertake an annual assessment of Independent Directors as to justify whether they continue to bring independent and objective judgement to board deliberations. Peer and self-assessment will be carried out by the Directors once every year. The results, in particular the key strengths and weaknesses identified from the evaluation, will be shared with the Board to allow enhancements to be undertaken.</p> <p>The Company Secretaries will facilitate the Nominating Committee ("NC") in carrying out the annual assessment exercise. Given the evaluation and annual assessment exercise will be extensively conducted via the Audit and Risk Management Committee evaluation questionnaire, Independent Directors' evaluation form, board and board committee's evaluation form, board members' self and peer evaluation form, directors' evaluation form.</p> <p>Based on the annual assessment conducted for the financial year ended 28 February 2025, the NC was satisfied that the existing Board composition and each Director possess requisite competence and capability to serve on the Board. Save for the NC members who are also members of the Board and have abstained from assessing their own individual performance as Director of the Company, each of the</p>

	<p>NC members view that all the Directors have good personal attributes and possess sufficient experience and knowledge in various fields that are vital to the Group's industry.</p> <p>As for the Board evaluation, the NC agreed that all the Directors have discharged their stewardship duties and responsibilities towards the Company as a Director effectively.</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 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>The Board has in place a remuneration policy which aims to attract and retain Directors in pursuing good corporate governance and hence ensuring sustainability of the Group.</p> <p>While the remuneration of senior management is not covered under the Group's Remuneration Policy, their remuneration packages comprising salaries, annual bonus and other benefits, shall be determined by the Managing Director and Executive Director.</p> <p>The remuneration policy is reviewed from time to time to ensure that the remuneration of Directors is on par with those of other public listed companies in order to ensure competitive remuneration policy that reflects the prevailing market rate. The remuneration policy is available on its corporate website at www.ecomate.com.my.</p>
<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 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	:	<p>The Remuneration Committee ("RC") is responsible for carrying out annual reviews whereupon recommendations are submitted to the Board on the overall remuneration policy for directors and key senior management team, to ensure that the remuneration policy remains in support of its corporate objectives and shareholder value and is in tandem with its culture and strategy.</p> <p>The Company aims to set remuneration at levels which are sufficient to attract and retain directors and senior management needed to run the Company successfully, taking into consideration all relevant factors including demands, complexities and performance of the Company as well as skills and experience required.</p> <p>The Terms of Reference of the RC is published on the Group's website at www.ecomate.com.my.</p> <p>The RC comprises three (3) members, all of whom are Independent Non-Executive Directors. The members of the RC are as follows:</p> <ol style="list-style-type: none">1. Datuk Lee Ching Yong (Chairperson, Independent Non-Executive Director)2. Lim Yik Hui (Member, Independent Non-Executive Director)3. Goh Siow Cheng (Member, Independent Non-Executive Director) (Appointed on 31 July 2024)4. Lim May Wan (Member, Independent Non-Executive Director)

	(Resigned w.e.f 31 July 2024)	
	<p>For the financial year ended 28 February 2025, the RC had one (1) meeting which was attended by all members. The activities carried out by the Remuneration Committee during the financial year under review were as follows:</p> <ul style="list-style-type: none"> - Reviewed and recommended to the Board the remuneration packages of the Executive Directors based on the outcome of performance review; - Determined the remuneration packages needed to attract, retain and motivate Executive Directors of the quality required to manage the business of the Company successfully. - Ensured the remuneration and incentives for Independent Directors does not conflict with their obligation in bringing objectivity and independent judgment on matters discussed. 	
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

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 of individual directors for the financial year ended 28 February 2025 are set out in the Group's Annual Report. The remuneration breakdown of individual directors includes fees, salaries, bonuses, allowances, benefits in-kind and other emoluments.

No	Name	Directorate	Company ('000)						Group ('000)					
			Fee	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Jason Koh Jian Hui	Managing Director	-	-	-	-	-	-	-	600	360	14	126	1,100
2	Koh Cheng Huat	Executive Director	-	-	-	-	-	-	-	600	360	32	126	1,118
3	Tan Sri Datuk Hussin Bin Haji Ismail	Independent Non-Executive Chairman	60	-	-	-	-	60	60	-	-	-	-	60
4	Datuk Lee Ching Yong	Independent Non-Executive Director	48	-	-	-	-	48	48	-	-	-	-	48
5	Lim Yik Hui	Independent Non-Executive Director	48	-	-	-	-	48	48	-	-	-	-	48
6	Lim May Wan (Resigned w.e.f 31 July 2024)	Independent Non-Executive Director	20	-	-	-	-	20	20	-	-	-	-	20
7	Goh Siow Cheng (Appointed on 31 July 2024)	Independent Non-Executive Director	28	-	-	-	-	28	28	-	-	-	-	28

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	:	Applied
Explanation on application of the practice	:	The remuneration of senior management for the financial year ended 28 February 2025 are set out in the Group's Annual Report. The remuneration breakdown of individual senior management includes fees, salaries, bonuses, allowances, benefits in-kind and other emoluments are disclosed in bands of RM50,000.
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	:	

No	Name	Position	Company		
			Remuneration	Benefits	Total
1	Tei Kwee Lan	General Manager	250,001 - 300,000	1 - 50,000	250,001 - 300,000
2	Tey Foo Yee	Factory Manager	150,001 - 200,000	1 - 50,000	200,001 - 250,000
3	Yau Chwan Shy	Chief Financial Officer	150,001 - 200,000	1 - 50,000	150,001 - 200,000
4	Tan Mei Hwa	Purchasing Manager	50,001 - 100,000	1 - 50,000	50,001 - 100,000
5	M. Farouk Bin Abdullah	Quality Control Assistant Manager	50,001 - 100,000	1 - 50,000	50,001 - 100,000

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 - No disclosure on the detailed remuneration of each member of senior management is made herein due to confidentiality and sensitivity of each remuneration package.
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	:	The Chairwoman of the Audit Risk Management Committee, Ms Lim Yik Hui is an Independent Non-Executive Director and not the Chairman of the Board. She is an Independent Non-Executive Director and a member of the Malaysian Institute of Accountants.	
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 Audit and Risk Management Committee (“ARMC”) has a 3-year cooling-off period policy for a candidate who is a former key audit partner before being appointed as a member of the Audit Committee.</p> <p>However, the said policy does not apply to the ARMC as none of the current ARMC members are the former partner of the external audit firm of the Group.</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 9.3

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 Audit and Risk Management Committee ("ARMC") has policies and procedures to review, assess and monitor the performances, suitability and independence of the external auditors. Prior to the commencement of the annual audit, the ARMC will seek confirmation from the external auditors as to their independence.</p> <p>This independence confirmation would be re-affirmed by the external auditors to the ARMC upon their completion of the annual audit. These confirmations were made pursuant to the independence guidelines of the Malaysian Institute of Accountants.</p> <p>The ARMC also reviews the audit and non-audit services provided by the external auditors. In reviewing such services, the ARMC ensures that the independence and objectivity of the external auditors are not compromised.</p> <p>The Group's external auditors, Crowe Malaysia PLT, has confirmed their independence throughout the conduct of the audit engagement in accordance with the independence requirements set out in the By Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants.</p> <p>The ARMC was satisfied with the suitability of the external auditors of the Group based on the quality of audit, performance, competence and sufficiency of resources the audit team provided to the Group.</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	:	Applied
Explanation on adoption of the practice	:	<p>The Audit and Risk Management Committee ("ARMC") is chaired by Independent Non-Executive Director, Lim Yik Hui, and comprises wholly of Independent and Non-Executive Directors. The members of the ARMC are:</p> <ol style="list-style-type: none">1. Lim Yik Hui (Chairperson, Independent Non-Executive Director)2. Datuk Lee Ching Yong (Member, Independent Non-Executive Director)3. Goh Siow Cheng (Member, Independent Non-Executive Director) (Appointed on 31 July 2024)4. Lim May Wan (Member, Independent Non-Executive Director) (Resigned w.e.f 31 July 2024)

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>Members of the Audit and Risk Management Committee ("ARMC") are financially literate and are able to assist the Board in reviewing and ensuring the quarterly reports and annual audited financial statements are prepared in compliance with applicable financial reporting standards. The ARMC assists the Board to oversee and scrutinise the process of financial reporting and ensure accuracy, adequacy and completeness of financial reports.</p> <p>The ARMC Chairperson, Ms Lim Yik Hui, is a member of Certified Practising Accountant (Australia) and a member of Malaysian Institute of Accountants.</p> <p>The Group is committed to ensure that all members of the ARMC undertake continuous professional development and have annual discussion with the external auditors on financial reporting development to keep themselves abreast of the relevant developments in accounting and auditing standards, practices, and rules. Particulars of the trainings attended by all Directors are disclosed in the Corporate Governance Overview Statement of the Group's Annual Report 2025.</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

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 recognised its overall responsibility for maintaining the Group's system of risk management, internal control and reviewing its adequacy, integrity and effectiveness.</p> <p>The Group's risk management and internal controls system is integrated into the Enterprise Risk Management Framework to provide overall guidelines and approach to the Group's risk management. By incorporating key process pertaining to the identification, analysis, responding, monitoring and reporting of the Group's risks, the framework enables the Group to identify, evaluate and mitigate any significant risk or arising structural weakness which may bring potential impact of achieving the business objectives. Any key risks assessed are reported to the Audit and Risk Management Committee ("ARMC") for discussion during the ARMC meeting.</p> <p>For detailed information, kindly refer to the Statement of Risk Management and Internal Control in the Group's Annual Report 2025.</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

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 Board has disclosed features of the risk management and internal control framework within the Group in the Statement on Risk Management and Internal Control in the Group's Annual Report 2025. The Risk Management and Internal Control System is regularly reviewed by the Board to ensure that the system in place is appropriate, adequate and effective.
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 Audit and Risk Management Committee ("ARMC") comprises three (3) Non-Executive Directors of whom all are Independent Directors.</p> <p>The ARMC is responsible to review the effectiveness of the processes. The ARMC will assist the Board in implementing and overseeing the risk management framework of the Group and reviewing the risk management policies formulated by Management and to make relevant recommendations to the Board for approval.</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>The Group's internal audit function is outsourced to an independent assurance provider to provide an independent and objective assurance on the effectiveness of governance, risk management processes and internal control system of the Group.</p> <p>The outsourced internal audit function is independent and is to report directly to the Audit and Risk Management Committee ("ARMC"). Executive Management is required to be present at ARMC meetings to respond and provide feedback on the audit findings and recommended improvements.</p> <p>In addition, Executive Management is also required to present to the ARMC in meeting, status updates on significant matters and changes in key processes that could impact the Group's operations.</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

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>The Group has outsourced the internal audit function to a professional firm, ASAP Advisory PLT for the financial year ended 28 February 2025. The internal audit engagement team is led by the Engagement Director, Mr Ong Tian Soon, an associate member of Fellow Member of Chartered Institute of Management Accountants, Member of Chartered Global Management Account, Chartered Member of The Institute of Internal Auditors Malaysia and member of MIA.</p> <p>The Internal Auditor engagement team is free from any relationships or conflicts of interest with the Group. They are able to perform internal audit objectively, independently, proficiently and with due professional care.</p> <p>The Internal Auditor reviews were conducted in accordance the International Professional Practices Framework issued by the Institute of Internal Auditors.</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 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 Board is mindful on the importance to ensuring that communications to stakeholders and the investing public in general is timely and factual and are available on a fair and equal basis.</p> <p>The Board also aims to maintain a positive relationship with the different group of stakeholders through active two-way communication, and to promote and demonstrate a high standard of integrity and transparency through timely, accurate and full disclosure and to enhance the stakeholders' understanding of the Group, its core businesses and operations, thereby, enabling investors to make informed decisions in valuing the Group's shares.</p> <p>The Group leverages on information technology to create ease of access and convenience in all communications for stakeholder. Shareholders and investors are encouraged to access the Group's corporate website at www.ecomate.com.my to obtain the latest news, announcements and other corporate disclosures of the Company from time to time. Continuous improvement and development of the website will be undertaken by the Group to ensure easy and convenient access.</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 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 does not fall under the category of a large company as defined under Malaysian Code on Corporate Governance.	
<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	:	The Company dispatched its Notice of AGM to shareholders at least twenty eight (28) days before the AGM in 2025 and will continue to do so for the forthcoming AGMs.	
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 13.2

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>The Board has discussed and confirmed the tentative date of the Group's AGM in advance to ensure that all Directors have sufficient time to make necessary arrangements to attend the scheduled AGM.</p> <p>Shareholders are encouraged to attend and participate at the AGM by raising questions on the resolutions being proposed or on the Group's business operations in general. Shareholders who are unable to attend are allowed to appoint proxies. Shareholders and the public are welcomed to convey their concerns and queries to the Board.</p> <p>Barring unforeseen circumstances, the Board attempt to ensure that all Directors, particularly the chairperson of each Board Committee will attend the AGM to address and provide a meaningful response to any relevant questions and concerns raised by the shareholders.</p> <p>The External Auditors will also be invited to the AGM to respond to any accounting related queries raised by shareholders such as the conduct of the audit and financial statements of the Group, if any.</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

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>The Company does not have meetings in remote locations, nor does it have a large number of shareholders for it to leverage on technology to facilitate shareholders voting in absentia or having remote shareholders’ participation in general meetings.</p> <p>The Company’s general meetings have always been held at a venue which is easily accessible.</p> <p>Shareholders are entitled to appoint representatives or proxy/proxies/Chairman to vote on their behalf in their absence.</p> <p>Having said that, the Company is also looking into the proposal and have explored to leverage on technology to facilitate virtual general meetings and remote shareholders’ participation at previous general meetings held.</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	: Shareholders are encouraged to participate in the subsequent Question & Answer ("Q&A") session wherein the Directors, Company Secretaries, Head of Department as well as the Group's external auditors are available to respond to the queries raised. In the event that an answer cannot be readily given at the meeting, the Chairman will undertake to provide a written reply to the shareholder.
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 meetings were 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 Annual General Meeting (“AGM”) were uploaded on the Company’s website within 30 business days from the date 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.

Not applicable.
