CORPORATE GOVERNANCE REPORT

STOCK CODE	**:**	5136
COMPANY NAME	**:**	Hextar Technologies Solutions Berhad
FINANCIAL YEAR	**:**	March 31, 2026

OUTLINE:

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

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

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	:	Applied
Explanation on application of the practice	:	Hextar Technologies Solutions Berhad ("HexTech" or "the Company") and its subsidiaries (collectively referred to as "the Group") are led by the Board of Directors ("Board"). Supported by the Board Committees and the Management, the Board provides strategic leadership and oversight of the Group's business operations and performance, identifies and manages principal risks, and ensures that adequate resources are in place to achieve the Group's strategic objectives and support its long-term sustainability. The Board is responsible for, among others, reviewing and approving the Group's strategic plans, overseeing the conduct of the Group's business, succession planning, establishing policies and procedures for shareholders communication, and overseeing the adequacy and effectiveness of the Group's risk management and internal control systems. To facilitate the effective discharge of its responsibilities, the Board has delegated specific responsibilities to the Audit Committee ("AC"), Nomination and Remuneration Committee ("NRC") and Risk Management and Sustainability Committee ("RMSC"), each operating within clearly defined Terms of Reference ("TOR") approved by the Board. While the Board Committees are entrusted with specific responsibilities and report regularly to the Board on matters within their respective mandate, the Board retains overall responsibility and accountability for all decisions and recommendations. The authority, roles and responsibilities of the Board and the Board Committee are set out in the Board Charter and the respective Board Committees' TOR, which are available on the Company's website at https://ir2.chartnexus.com/hextech/corporategovernance.php.

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

Intended Outcome

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

Practice 1.2

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

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">The Board is led by an Independent Non-Executive Chairman, Tan Sri Muhammad Bin Ibrahim, who is responsible for providing leadership to the Board and promoting high standards of corporate governance. The Board Chairman fosters a culture of good governance, encourages balanced deliberations, and facilitates informed decision-making to ensure the effective functioning of the Board.

The key responsibilities of the Board Chairman, as set out in the Board Charter, include, among others, the following:
• Ensuring the smooth and effective functioning of the Board;
• Ensuring an appropriate Board composition, subject to approval by the Board and shareholders;
• Ensuring that all relevant matters are included on the agenda for Board meetings;
• Facilitating the active participation of all Directors by ensuring that the Board receives relevant and timely information and advice from the Management and/or independent advisers to support sound and informed decisions; and
• Ensuring that the Executive Directors present a true, fair and comprehensive account of the Group's business condition, operations and cash flows.

The roles and responsibilities of the Chairman are set out in the Board Charter, which is available on the Company's corporate website at https://ir2.chartnexus.com/hextech/corporategovernance.php.</td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="4">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure</td><td>:</td><td colspan="2"></td></tr>
<tr><td>Timeframe</td><td>:</td><td></td><td></td></tr>
</table>

Intended Outcome
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 :	The positions of Board Chairman and Group Chief Executive Officer ("CEO") are held by different individuals to promote accountability and ensure an appropriate balance of power and authority. The Board Chairman, Tan Sri Muhammad Bin Ibrahim, provides leadership to the Board, promotes strong corporate governance and oversees the Board's overall effectiveness. Meanwhile, Dato' Ong Choo Meng, the Group CEO, supported by Mr Choo Joon Keong, the Group Deputy CEO and Mr Ronald Khoo Boo Soon, the Executive Director, oversees the Group's day-to-day operations and is responsible for implementing the Group's strategies and executing the policies and decisions approved by the Board. The respective roles and responsibilities of the Board Chairman and Group CEO are set out in the Board Charter, which is available on the Company's website at https://ir2.chartnexus.com/hextech/corporate-governance.php.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 1.4
The Chairman of the board should not be a member of the Audit Committee, Nomination Committee or Remuneration Committee

<table>
<tr><td colspan="4">Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</td></tr>
<tr><td>Application</td><td>:</td><td colspan="2">Departure</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2"></td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2">The Board Chairman, Tan Sri Muhammad Bin Ibrahim, is not a member of the AC or NRC. However, he was invited to attend the meetings of the Board Committees during the financial year ended 31 March 2026 ("FYE 2026"). The Board Chairman's attendance at the Board Committees' meetings enabled him to gain a better understanding of the matters deliberated and the rationale underpinning the recommendations of the respective Board Committees. This enhanced the efficiency of Board deliberations by facilitating more focused discussions at the Board level and minimising the need for separate briefings on matters that had already been deliberated by the Board Committees.</td></tr>
<tr><td colspan="2">The Board Chairman attended the meetings solely as an observer and did not participate in the decision-making processes of the Board Committees. Hence, his attendance does not impair his objectivity, integrity or independence when considering the recommendations put forth by the Board Committees for the Board's consideration.</td></tr>
<tr><td colspan="4">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure</td><td>:</td><td colspan="2">The Company considers that the attendance of Board Chairman at Board Committee meetings as an observer enhances the effectiveness of the Board's decision-making process by promoting objectivity and impartiality in discussions, providing an additional layer of scrutiny and oversight, and enabling him to provide additional perspectives, where appropriate, when such matters are subsequently considered by the Board. The Board will continue to review this arrangement, taking into consideration prevailing corporate governance practices and the effectiveness of the Board's oversight processes.</td></tr>
<tr><td>Timeframe</td><td>:</td><td>Others</td><td>The Company will continue to review the existing arrangement and may consider adopting this Practice in the future.</td></tr>
</table>

Intended Outcome

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

Practice 1.5

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	:	During FYE 2026, Ms Wong Kah Yeong was appointed as the in-house Joint Company Secretary of HexTech. Together with Ms Wong Mee Kiat and Ms Lim Li Heong, the Board is supported by three (3) qualified and competent Company Secretaries who meet the requirements prescribed under Section 235(2)(a) of the Companies Act 2016 and are members of the Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA"). The Company Secretaries effectively carried out their duties and responsibilities during FYE 2026, including the following: • Advise the Board on its roles and responsibilities, as well as corporate disclosure obligations and procedural and regulatory requirements to ensure compliance; • Assisting the Board and Board Committees in discharging their functions effectively and in accordance with their respective TOR; • Ensuring the proper maintenance of the Company's statutory records, registers and documents to support the Board in fulfilling its fiduciary duties in accordance with good corporate governance practices; • Coordinating Board, Board Committee and shareholders' meetings, ensuring that all meetings are properly convened and that minutes are accurately recorded; and • Monitoring corporate governance developments and compliance requirements, and assisting the Board in applying governance practices to meet both the Board's needs and stakeholders' expectations. The Company Secretaries continuously enhance and update their knowledge and expertise in areas such as company and securities law, corporate governance, regulatory compliance and capital market requirements, including the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities"), through regular participation in relevant training programmes, seminars, industry briefings and other continuous professional development initiatives. This enables them to remain abreast of the latest regulatory developments and effectively support the Board in fulfilling its governance and compliance responsibilities.

	During FYE 2026, the Company Secretaries assisted the NRC in facilitating the Board Effectiveness Evaluation ("BEE") exercise, which covered the assessment of the Board, Board Committees, Independent Directors, individual Directors and the Board's oversight of Environmental, Social and Governance ("ESG") and sustainability matters. The evaluation was conducted independently by the Company Secretaries from Acclime Corporate Services Sdn Bhd, and the results were compiled and presented to the NRC and the Board for deliberation.
Explanation for departure :	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :	

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

Practice 1.6
Directors receive meeting materials, which are complete and accurate within a reasonable period prior to the meeting. Upon conclusion of the meeting, the minutes are circulated in a timely manner.

Application	:	Applied
Explanation on application of the practice	:	To facilitate effective planning and participation, the schedule of Board and Board Committee meetings for FYE 2026 was prepared prior to the commencement of the financial year, allowing Directors ample time to reserve their dates. Prior to each meeting, the notice of meetings, agenda, minutes of the previous meetings and relevant meeting papers are circulated to all Directors at least five (5) business days beforehand. This provides Directors with sufficient time to review the meeting materials, and where necessary, seek clarification or additional information from the Management to facilitate informed decision-making. All Directors have full and unrestricted access to information relating to the Group's business and affairs, as well as timely access to the advice and services of the Company Secretaries, Internal Auditors, External Auditors and the Management, to support effective oversight and decision-making. In accordance with the Board Charter, the Board shall convene at least four (4) Board meetings annually, with additional meetings held as and when required. During FYE 2026, the Board held five (5) meetings to deliberate on matters including, among others, quarterly financial results, audited financial statements, the annual report and reports from the Board Committees. The attendance of Directors who held office during FYE 2026 is disclosed in the Corporate Governance Overview Statement of the Company's Annual Report. The Company Secretaries record the proceedings, deliberations, decisions made and conclusions reached during the Board and Board Committees' meetings. Draft meeting minutes are circulated to the Board and Board Committees for review and subsequently confirmed at the following meeting. The confirmed minutes are duly signed and maintained at the Company's registered office.
Explanation for departure	:	

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

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 has adopted a Board Charter, which serves as a key governance framework for the Group. The Board Charter clearly defines the roles, responsibilities and authority of the Board, Board Chairman, Group CEO, Board Committees, individual Directors and Company Secretaries, as well as matters reserved for the Board's approval and decision-making. It also sets out the principles and practices relating to Board governance, meetings, access to information and independent advice, Directors' training, remuneration and code of conduct. This promotes accountability, transparency and a clear division of responsibilities throughout the Group. The Board Charter further sets out the specific responsibilities reserved for the Board, which include setting the Group's strategic direction, overseeing its financial and operational performance, approving significant corporate and investment decisions, overseeing risk management, internal control and sustainability matters, and ensuring effective communication and engagement with shareholders and other stakeholders. While specific responsibilities have been delegated to the Board Committees and the Management to facilitate the effective discharge of the Board's duties, the Board retains overall responsibility and exercises collective oversight of the matters delegated to them. Each Board Committee operates within clearly defined TOR as approved by the Board, which set out its authority, responsibilities and scope of functions. The Board periodically reviews the Board Charter to ensure that it remains relevant and align with the Group's strategic objectives, as well as its compliance with applicable corporate governance practices, legislation and regulatory requirements. The latest review of the Board Charter was conducted on 22 May 2025.

	On 26 May 2026, the Board reviewed and approved the redesignation of the Risk Management Committee as the RMSC and the adoption of the RMSC's TOR, to further strengthen the Board's oversight of sustainability matters. The Board Charter is available on the Company's website at https://ir2.chartnexus.com/hextech/corporate-governance.php.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

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

Practice 3.1
The board establishes a Code of Conduct and Ethics for the company, and together with management implements its policies and procedures, which include managing conflicts of interest, preventing the abuse of power, corruption, insider trading and money laundering.

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

Application	:	Applied	
Explanation on application of the practice	:	The Board has formalised its commitment to ethical conduct by adopting a Code of Ethics and Conduct ("the Code"), which applies to all Directors and employees of the Group. The Code sets out the standards expected in conducting the Group's business ethically, professionally and in compliance with applicable laws, regulations and corporate governance principles. The Code outlines policies and procedures relating to, among others, conflicts of interest, personal gifting, protection of company assets and funds, confidentiality of information, insider information and securities trading, outside interests, business records and controls, health and safety, workplace conduct, and compliance with laws and regulations. In addition, the Company has established the Conflict of Interest Policy to facilitate the identification, disclosure and management of actual, potential or perceived conflicts of interest that may arise within the Group. The Code is reviewed periodically to ensure that it remains relevant and effective. The Code was last reviewed by the Board on 22 May 2025 and is available on the Company's website at https://ir2.chartnexus.com/hextech/corporate-governance.php.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

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

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

Application	:	Applied
Explanation on application of the practice	:	In line with the Group's commitment to upholding high standards of social governance within the Group, the Board has established a Whistleblowing Policy to provide guidance for all Directors, employees and stakeholders of the Group to report genuine concerns regarding any suspected wrongdoings, business misconduct or malpractices without fear of retaliation or victimisation. The Whistleblowing Committee ("WC") administers the Whistleblowing Policy, including receiving, assessing and investigating whistleblowing reports. Whistleblowers may submit reports directly to the Chairman of the WC, Mr Yeoh Chin Hoe, via e-mail or post as detailed in the Whistleblowing Policy. The Policy also provides protection to whistleblowers who report in good faith and ensures that their identities and all related information are kept confidential. In addition, the Board has adopted an Anti-Bribery and Corruption Policy and Procedures ("ABC Policy") in accordance with Section 17A of the Malaysian Anti-Corruption Commission (Amendment) Act 2018. The ABC Policy reinforces the Group's zero-tolerance approach towards bribery and corruption and sets out the principles and requirements to ensure that all business dealings are conducted ethically, transparently and in compliance with applicable laws and regulations. To promote awareness and compliance, the Group conducts anti-bribery, integrity and ethics training programmes for employees, including as part of the onboarding process for new employees. During FYE 2026, the Group did not receive any whistleblowing reports relating to breaches of the Company's policies or applicable laws. The Whistleblowing Policy and ABC Policy are reviewed periodically to ensure that it remains relevant, effective and compliance with applicable laws, regulations and the Group's operational requirements. Both policies were last reviewed by the Board on 22 May 2025 and are available on the Company's website at https://ir2.chartnexus.com/hextech/corporate-governance.php.

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

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

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

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

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

Application :	Applied
Explanation on application of the practice :	HexTech recognises that effective sustainability governance is fundamental to the Group's long-term success and sustainable value creation. The Board has overall responsibility for overseeing the Group's sustainability governance and for ensuring that sustainability considerations are integrated into the Group's business strategies, business plans, risk management framework, and key decision-making processes. The Board assumes the highest level of responsibility and accountability for the Group's sustainability initiatives. This includes overseeing key sustainability matters, setting strategies, priorities and targets that align with the Group's core business objectives and stakeholders' expectations. The Executive Directors and Management team are responsible for executing these strategies and monitoring and reporting sustainability progress and key matters to the RMSC. The Heads of Department ("HODs"), in turn, implement sustainability initiatives within their respective areas and integrate sustainability considerations into business operations. To strengthen the Board's oversight of sustainability matters, the Risk Management Committee was redesignated as the RMSC on 26 May 2026. The RMSC assists the Board in overseeing the Group's sustainability matters, including sustainability-related and climate-related risks and opportunities, and escalates significant matters to the Board where appropriate. The Board has established the Group's sustainability strategies by identifying the material sustainability matters that are most relevant to the Group and its stakeholders. These sustainability priorities are aligned with seven (7) relevant United Nations Sustainable Development Goals ("UNSDGs") to support the Group's long-term sustainability objectives.

	During FYE 2026, twelve (12) key sustainability areas were identified and aligned with seven (7) relevant UNSDGs to guide the development and implementation of the Group's sustainability strategies across its business operations. Further details of the Group's sustainability governance framework, material sustainability matters and sustainability performance are set out in the Sustainability Statement of the Annual Report 2026.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

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

Practice 4.2

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

Application	:	Applied
Explanation on application of the practice	:	The Board recognises the importance of timely and transparent communication with stakeholders on the Group's sustainability agenda. Through regular engagement with both internal and external stakeholders, the Group obtains valuable feedback to better understand their expectations and identify material sustainability matters, which supports the ongoing review of its sustainability strategies, priorities and targets. The Company has adopted an Environmental, Social and Governance ("ESG") Policy to formalise its sustainability commitments and governance framework. The Group's sustainability strategies, priorities, targets and performance are communicated to external stakeholders through announcements, general meetings, Sustainability Statement in the Annual Report 2026 and the Company's website. Internally, these are communicated through the ESG Working Group and HODs to facilitate implementation across the Group and encourage employees' active participation in sustainability initiatives. The ESG Policy is available on the Company's website at https://ir2.chartnexus.com/hextech/corporate-governance.php.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Board recognises that maintaining appropriate knowledge and competencies in sustainability is essential to effectively oversee the Group's material sustainability risks and opportunities. To strengthen its sustainability oversight, the Directors continuously enhance their knowledge through participation in relevant sustainability-related training programmes, seminars and briefings. In addition, the Company Secretaries also keep the Board informed of the latest regulatory developments in sustainability reporting requirements, regulatory developments, emerging ESG trends and climate-related matters to support informed decision-making. The training programmes attended by the Directors during FYE 2026 are disclosed in the Corporate Governance Overview Statement of the Annual Report 2026. The Board, through the NRC, will continue to review the Board's skills matrix and identify appropriate sustainability-related training and development opportunities for Directors and Senior Management. Sustainability knowledge and competencies will also continue to be considered in future Board appointments to ensure that the Board remains well-equipped to provide effective oversight of the Group's sustainability agenda.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 4.4
Performance evaluations of the board and senior management include a review of the performance of the board and senior management in addressing the company's material sustainability risks and opportunities.

Application	:	Applied
Explanation on application of the practice	:	As part of the Board's commitment to effective sustainability governance, the NRC, with the assistance of the Company Secretaries, incorporated a dedicated ESG and sustainability questionnaire into the annual Board Effectiveness Evaluation ("BEE") for FYE 2026. The questionnaire was completed by the NRC to evaluate the effectiveness of the Board and Senior Management in overseeing and addressing the Group's material sustainability risks and opportunities. The assessment covered, among others, the Board's oversight of the Group's sustainability strategies and initiatives, understanding of material sustainability risks and opportunities, integration of sustainability considerations into the Group's risk management framework, monitoring of sustainability targets and key performance indicators ("KPIs"), as well as the effectiveness of the Group's sustainability governance and reporting. Based on the evaluation results, the Board was generally satisfied that the Directors and Senior Management had effectively discharged their responsibilities in overseeing the Group's material sustainability matters. The evaluation also identified opportunities for continuous improvement, including enhancing sustainability-related training for Directors, strengthening the monitoring of sustainability KPIs and targets, enhancing sustainability reporting and Board briefings, and reinforcing accountability for the achievement of the Group's sustainability objectives. The Board will continue to work with the NRC and Management to implement these areas of improvement as part of its ongoing commitment to strengthening sustainability governance and supporting the Group's long-term sustainable growth.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		

Measure :		
Timeframe :		

Intended Outcome

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

Practice 4.5- 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	:	The Board, through the NRC, reviews the structure, size, diversity, balance of mix of skills and experience and effectiveness of the Board and Board Committees to ensure that they remain appropriate to support the Group's strategic direction and long-term sustainability. During FYE 2026, the NRC conducted the annual Board Effectiveness Evaluation ("BEE"), facilitated by the Company Secretaries, Acclime Corporate Services Sdn Bhd, to assess the effectiveness of the Board, Board Committees and individual Directors taking into consideration, among others, the Board's skill matrix, succession planning, gender diversity, Directors' performance, contributions, independence, time commitment and compliance with the Directors' Fit and Proper Policy. In assessing the eligibility of the Directors standing for re-election at the forthcoming 21st Annual General Meeting ("AGM"), the NRC evaluated the Retiring Directors based on the Directors' Fit and Proper Policy, the BEE results and their overall contributions to the Board. The NRC was satisfied that the Retiring Directors continued to effectively discharge their duties and responsibilities and accordingly recommended their re-election to the Board. On 25 November 2025, the NRC assessed the suitability of Ms Tan Pei Shiun for appointment as an Independent Non-Executive Director. In assessing her suitability, the NRC considered the Board's succession planning requirements, skills matrix, gender diversity, qualifications, experience, expertise, independence and Fit and Proper Declaration. The NRC was satisfied that her appointment would strengthen the Board's overall composition, enhance gender diversity and complement the existing mix of skills and experience, and accordingly recommended her appointment to the Board for approval. The TOR of the NRC and Directors' Fit and Proper Policy are available on the Company's website at https://ir2.chartnexus.com/hextech/corporate-governance.php.

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

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

Practice 5.2
At least half of the board comprises independent directors. For Large Companies, the board comprises a majority independent directors.

Application	:	Applied	
Explanation on application of the practice	:	The current Board comprises seven (7) Directors, four (4) of whom are Independent Non-Executive Directors. The Board composition complies with Paragraph 15.02 of the MMLR of Bursa Securities and Practice 5.2 of the Malaysian Code on Corporate Governance ("MCCG"), as the Board comprises a majority of Independent Directors. The NRC conducts an annual assessment of the independence of the Independent Non-Executive Directors, supported by annual self-assessment declarations completed by each Independent Director. Based on the assessment conducted during FYE 2026, the NRC and the Board were satisfied that all Independent Non-Executive Directors continued to meet the independence criteria prescribed under the MMLR and remained free from any business or other relationships that could interfere with the exercise of their independent judgement in the best interests of the Company.	
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 5.3
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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">As of the date of this report, none of the Independent Director has served for more than a cumulative term limit of nine (9) years in the Company. The tenure of the Independent Directors is as follows:

• Tan Sri Muhammad Bin Ibrahim – 3 years
• Mr Yeoh Chin Hoe – 5 years
• Madam Sujatha Sekhar A/P Tan Sri B.C. Sekhar – 3 years
• Ms Tan Pei Shiun – less than 1 year (appointed 25 November 2025)

In accordance with the Board Charter, the tenure of an Independent Director of the Company shall not exceed nine (9) years. Upon reaching this tenure limit, the Director may continue to serve on the Board only if re-designated as a Non-Independent Director.

Should the Board intend to retain an Independent Non-Executive Director beyond the cumulative term of nine (9) years, the NRC will assess the Director's independence and recommend the retention to the Board. The Board will then provide its justification and seeks annual shareholders' approval through a two-tier voting process at the AGM.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

Intended Outcome
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	:	The NRC, guided by its TOR, the Board Charter and the Directors' Fit and Proper Policy, in overseeing a formal, rigorous and transparent process for the nomination, appointment and re-appointment of Directors. The NRC conducts an annual Board Effectiveness Evaluation ("BEE") to assess the effectiveness of the Board, Board Committees and individual Directors. In considering new appointments and the re-election of Directors, the NRC takes into account the Board's skills matrix, succession planning, diversity objectives and Directors' existing commitments to ensure that the Board maintains an appropriate balance of skills, experience, diversity and that Directors devote sufficient time to effectively discharge their responsibilities. **Appointment of Director** On 25 November 2025, the NRC assessed Ms Tan Pei Shiun's suitability for appointment as an Independent Non-Executive Director. The NRC considered the Board's composition and succession planning requirements, together with her qualifications, experience, expertise, professional background and Fit and Proper Declaration. The Board and the NRC were satisfied that Ms Tan Pei Shiun met the criteria set out in the Directors' Fit and Proper Policy and would strengthen the Board's overall composition by enhancing its diversity and complementing the existing mix of skills and experience. Her appointment also moved the Company closer to achieving the Company's target of at least 30% female representation on the Board. **Re-election of Directors** In assessing the eligibility of the Directors standing for re-election at the forthcoming 21st AGM, the NRC evaluated the Retiring Directors based on the Directors' Fit and Proper Policy, BEE results and their overall contributions to the Board.

<table>
<tr><td></td><td colspan="2">Based on the outcome of the assessment, the NRC was satisfied that the Retiring Directors continue to effectively discharge their duties and responsibilities, and accordingly recommended to the Board the re-election of the following Directors in accordance with the Company's Constitution:

A. Re-election of Tan Sri Muhammad Bin Ibrahim, Mr Yeoh Chin Hoe and Madam Sujatha Sekhar A/P Tan Sri B.C. Sekhar (Article 131.1)

The Board recommended the re-election of the above-mentioned Retiring Directors for shareholders' approval, supported by the following justifications:

• Their relevant mix of experience, skills, industry knowledge, expertise and core competencies, which continue to contribute positively to the strategic direction of the Company.
• Their fulfilment of the criteria set out in the Directors' Fit and Proper Policy.
• Their ability to exercise independent judgment, provide objective perspectives, raise pertinent questions, and contribute constructively to the Board's deliberations and oversight of Management.
• Their commitment to devoting sufficient time and attention to effectively discharge their duties and responsibilities as Directors, being well-prepared for Board meetings, and contributing meaningfully to the Board's effectiveness.

B. Election of Ms Tan Pei Shiun (Article 116)

The Board recommended the election of Ms Tan Pei Shiun for shareholders' approval, taking into consideration her qualifications, experience, skills and expertise, her ability to exercise independent judgment and contribute constructively to the Board's deliberations, as well as her commitment to effectively discharge her duties and responsibilities as a Director.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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

Practice 5.6
In identifying candidates for appointment of directors, the board does not solely rely on recommendations from existing board members, management or major shareholders. The board utilises independent sources to identify suitably qualified candidates.

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

<table>
<tr><td>Application :</td><td colspan="2">Departure</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2"></td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2">During FYE 2026, the appointment of Ms Tan Pei Shiun as an Independent Non-Executive Director was identified through the recommendation of Management. Having considered the Board's succession planning requirements, desired mix of skills, experience, expertise and gender diversity, the NRC was satisfied that the recommended candidate was suitable for appointment. Accordingly, the Company did not utilise an external search firm or other independent source in identifying the candidate for this appointment.</td></tr>
<tr><td colspan="2">Notwithstanding the above, the NRC undertook a formal, rigorous and objective assessment of the proposed candidate before recommending her appointment to the Board. The assessment included an interview with the candidate and an evaluation of her qualifications, experience, expertise, professional background, integrity, independence, time commitment and Fit and Proper Declaration, taking into consideration the Board's succession planning requirements, skills matrix and diversity objectives. Based on the assessment, the NRC was satisfied that the proposed appointment would strengthen the Board's overall composition, enhance gender diversity and complement the existing mix of skills, experience and expertise.</td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2">The Board will consider utilising independent sources, including professional search firms and industry networks, where appropriate, to identify suitably qualified candidates for future Board appointments</td></tr>
<tr><td>Timeframe :</td><td>Others</td><td>As and when vacancies arise</td></tr>
</table>

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.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">In accordance with the Company's Constitution, the following Retiring Directors will retire at the forthcoming 21st AGM and, being eligible, have offered themselves for re-election:
(i) Tan Sri Muhammad Bin Ibrahim (Article 131.1);
(ii) Mr Yeoh Chin Hoe (Article 131.1);
(iii) Madam Sujatha Sekhar A/P Tan Sri B.C. Sekhar (Article 131.1); and
(iv) Ms Tan Pei Shiun (Article 116)

The NRC evaluated the Retiring Directors based on the individual Director performance evaluation, independence assessment, and Directors' fit and proper assessment. Having considered the NRC's recommendation, the Board recommended the re-election of the Retiring Directors, being satisfied that they continue to demonstrate the requisite competencies, experience, commitment and effectiveness to discharge their duties and responsibilities as Independent Directors.

The justifications supporting the re-election of the Retiring Directors are set out in the explanatory notes to the Notice of the 21st AGM. Further information on the Retiring Directors, including their age, gender, tenure, qualifications, working experience and other directorships, are disclosed in the Profile of Directors section of the Annual Report 2026.</td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="4">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure</td><td>:</td><td colspan="2"></td></tr>
<tr><td>Timeframe</td><td>:</td><td></td><td></td></tr>
</table>

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

Practice 5.8
The Nominating Committee is chaired by an Independent Director or the Senior Independent Director.

Application	:	Applied
Explanation on application of the practice	:	The NRC was chaired by Dato' Ong Chong Yi, an Independent Non-Executive Director, until his resignation on 25 November 2025. During his tenure, he led the NRC in overseeing matters relating to Board composition, succession planning and the development of a diverse pipeline of potential Board candidates. With the assistance of the Company Secretaries, he has led the annual BEE for FYE 2025. He also led the NRC's assessment of Ms Tan Pei Shiun's suitability for appointment as an Independent Non-Executive Director and subsequently recommended her appointment as an Independent Non-Executive Director, together with her appointment as a member of the NRC, AC and RMSC. Following Dato' Ong Chong Yi's resignation, Madam Sujatha, an Independent Non-Executive Director and existing member of the NRC, was redesignated as the Chairman of the NRC with effect from 25 November 2025. Under Madam Sujatha's leadership, the NRC continued to discharge its responsibilities effectively, including overseeing the annual BEE conducted for FYE 2026. Notwithstanding the changes in the NRC's composition during FYE 2026, the NRC remained in compliance with its TOR, comprising at least three (3) Non-Executive Directors, the majority of whom were Independent Non-Executive Directors. This is to ensure that the NRC continues to discharge its responsibilities with objectivity and independence in relation to the Board nominations, Board and Board Committees evaluations, remunerations of Directors and Key Senior Management, and succession planning. The composition of the NRC during FYE 2026 is as follows:

Name	Position	Remarks
Dato' Ong Chong Yi	Chairman	Resigned on 25 November 2025
Sujatha Sekhar A/P Tan Sri B.C. Sekhar	Member / Chairman	Redesignated as Chairman on 25 November 2025
Yeoh Chin Hoe	Member	No change during FYE 2026
Tan Pei Shiun	Member	Appointed on 25 November 2025

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

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

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	As of 31 March 2026, the Board comprises two (2) female Directors out of seven (7) Board members, representing 28.6% of the Board.	
		During FYE 2026, the Board strengthen its gender diversity through the appointment of Ms Tan Pei Shiun as an Independent Non-Executive Director. While the Board remains committed to achieving this target and will continue identify and evaluate suitable female candidates for future Board appointments.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:	The NRC will continue to identify and evaluate suitable qualified female candidates for future Board appointments to support the Board's objective of achieving at least 30% female representation.	
Timeframe	:	Within 1 year	

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	:	The Board acknowledges that diversity at the Board and Senior Management levels is essential to effective leadership, sound decision-making and the long-term sustainability of the Group. To support this, the Board has adopted a Diversity Policy which provides a framework for promoting diversity in the recruitment, development and appointment of Directors and Senior Management across the Group. The Diversity Policy provides that gender diversity is given due consideration in the selection and appointment of Directors, with a target of achieving at least 30% female representation on the Board. For Senior Management, appointments continue to be based on merit, taking into consideration the individual's qualifications, experience, functional expertise and contributions to the Group, while aiming to achieve at least 20% female representation. The Board, through the NRC, will continue to oversee the implementation of the Diversity Policy and ensure the development of a healthy and sustainable talent pipeline within the Group. The Diversity Policy is available on the Company's website at https://ir2.chartnexus.com/hextech/corporate-governance.php.
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
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	:	During FYE 2026, the NRC conducted the annual Board Effectiveness Evaluation ("BEE"), which was facilitated by the External and Independent Company Secretaries from Acclime Corporate Services Sdn Bhd, to evaluate the effectiveness of the Board, Board Committees and individual Directors. The BEE comprised evaluations of the Board, Board Committees, Individual Directors, Independent Directors and the Board's oversight of ESG and sustainability matters. The evaluation was conducted through a combination of self-assessment questionnaires completed by all Directors, Audit Committee self-evaluation, independence assessments by the Independent Directors, and assessments by the NRC on the effectiveness of the Board, Board Committees and the Board's oversight of ESG and sustainability matters. The assessment questionnaires were circulated to the relevant Directors in advance and completed within a prescribed timeframe. Upon completion of the exercise, the Company Secretaries collated and summarised the results for the NRC's review before reporting the outcome to the Board. Based on the evaluation, the Board, through the NRC, was satisfied that the Board and Board Committees continues to operate effectively and that their size, composition and mix of skills, experience and expertise remained appropriate to support the Group's business and governance objectives. The Board also concluded that all Directors continued to demonstrate the commitment, competencies and effectiveness required to discharge their duties.

	The findings of the BEE were considered by the NRC and the Board in assessing the re-election of the Retiring Directors at the forthcoming AGM, reviewing Board composition and succession planning, and identifying areas for continuous improvement, including Directors' training and development. The outcome of the BEE also supported the Board's succession planning initiatives during FYE 2026, including the appointment of Ms Tan Pei Shiun as an Independent Non-Executive Director, which enhanced the Board's gender diversity and complemented the existing mix of skills, experience and expertise. As of 31 March 2026, all Independent Non-Executive Directors continued to satisfy the independence criteria prescribed under the MMLR of Bursa Securities and exercised objective judgement and independent decision-making in the best interests of the Company.
Explanation for departure :	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :	

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

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

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

Application	:	Applied
Explanation on application of the practice	:	The Board, through the NRC, has established a formal and transparent Remuneration Policy, which provides a framework for determining the remuneration of Directors and Senior Management. The policy is designed to support the Group's strategic objectives, long-term sustainability and foster a performance-oriented environment attracting, motivating and retaining qualified and competent personnel. The remuneration packages of Executive Directors and Senior Management are determined based on their responsibilities, experience, performance and prevailing market practices to ensure that remuneration remains competitive and aligned with individual contributions, the Group's performance and its long-term objectives. The remuneration of Non-Executive Directors comprises Directors' fees and meeting allowances, taking into consideration their responsibilities, contributions and attendance at Board and Board Committee meetings. The Directors' fees are fixed in sum and do not comprise commission on or a percentage of profits or turnover. The NRC reviews the remuneration packages of Directors and Senior Management annually and makes recommendations to the Board for approval. The Directors' fees and benefits payable to Non-Executive Directors are subject to shareholders' approval at the AGM. The Remuneration Policy is reviewed periodically or as required to ensure its continued relevance and effectiveness, and is available on the Company's website at https://ir2.chartnexus.com/hextech/corporate-governance.php.
Explanation for departure	:	

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

Intended Outcome

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

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

Practice 7.2

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	:	To uphold the fairness, transparency and objectivity in deliberating the Group's remuneration matters, the Board has established the NRC which comprises exclusively Independent Non-Executive Directors. The NRC assists the Board in implementing the Group's remuneration policies and procedures, including reviewing and recommending the remuneration packages of Directors and Senior Management. The roles and responsibilities of the NRC are set out in its TOR, which was last reviewed by the Board on 22 May 2025 and is available on the Company's website at https://ir2.chartnexus.com/hextech/corporategovernance.php.
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
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	:	A detailed disclosure of the remuneration of each individual Director on a named basis for FYE 2026 is set out below. **Note:** Mr Ronald Khoo's payroll was transferred to HexTech with effect from January 2026.

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	Tan Sri Muhammad Bin Ibrahim	Independent Director	240.00	6.25	-	-	-	-	246.25	240.00	6.25	-	-	-	-	246.25
2	Dato' Ong Choo Meng	Executive Director	-	-	-	-	-	-	-	-	-	36.00	-	-	5.73	41.73
3	Choo Joon Keong	Executive Director	-	-	-	-	-	-	-	-	-	616.50	102.00	-	93.78	812.28
4	Ronald Khoo Boo Soon	Executive Director	-	3.00	135.00	-	-	16.55	154.55	-	12.00	477.00	114.00	-	75.73	678.73
5	Yeoh Chin Hoe	Independent Director	36.00	7.25	-	-	-	-	43.25	36.00	7.25	-	-	-	-	43.25
6	Sujatha Sekhar A/P Tan Sri B.C. Sekhar	Independent Director	36.00	6.25	-	-	-	-	42.25	36.00	6.25	-	-	-	-	42.25
7	Tan Pei Shiun (Appointed on 25 November 2025)	Independent Director	12.00	2.00	-	-	-	-	14.00	12.00	2.00	-	-	-	-	14.00
8	Dato' Ong Chong Yi (Resigned on 25 November 2025)	Independent Director	24.00	4.50	-	-	-	-	28.50	24.00	4.50	-	-	-	-	28.50
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
14	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
15	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.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Departure</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2"></td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2">The Board is of the view that the disclosure of the detailed remuneration of Senior Management personnel on a named basis would not be in the best interests of the Group, taking into consideration the highly competitive market for talent and the sensitive personal information relating to employees' remuneration packages.

Notwithstanding the above, the NRC annually reviews and recommends the remuneration packages and promotion of Senior Management, taking into consideration their responsibilities, experience, performance and contributions to the Group, to ensure that such arrangements remain fair, appropriate and competitive.</td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="4">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure</td><td>:</td><td colspan="2">The Company will continue to review the appropriateness of disclosing the remuneration of the top five (5) Senior Management on a named basis in bands of RM50,000 in accordance with this Practice.</td></tr>
<tr><td>Timeframe</td><td>:</td><td>Others</td><td>The Board will continue to review this Practice annually.</td></tr>
</table>

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

Intended Outcome

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

Practice 8.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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 AC is chaired by Mr Yeoh Chin Hoe, while the Board is chaired by Tan Sri Muhammad Bin Ibrahim, both of whom are Independent Non-Executive Directors. The clear separation of the roles of the Board Chairman and the AC Chairman promotes the independence and effectiveness of the AC, while preserving the Board's objectivity when reviewing the AC's findings, recommendations and decisions. This also enables the AC Chairman to devote sufficient time and attention to effectively discharge the responsibilities of the AC.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
There is an effective and independent Audit Committee.

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

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

Application	:	Applied	
Explanation on application of the practice	:	The AC's TOR provide that a former key audit partner of the Company's external audit firm must observe a cooling-off period of at least three (3) years before being eligible for appointment as a member of the AC. This policy is intended to safeguard the independence and objectivity of the AC and the external audit process. As at FYE 2026, none of the AC members is a former key audit partner of the Company's external audit firm, and the Board does not anticipate appointing any former audit partners to the AC. The AC's TOR is available on the Company's website at https://ir2.chartnexus.com/hextech/corporate-governance.php.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
There is an effective and independent Audit Committee.

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

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

Application	:	Applied
Explanation on application of the practice	:	In accordance with the AC's TOR, the AC is responsible for assessing the suitability, objectivity and independence of the External Auditors ("EA") before recommending their re-appointment to the Board. In carrying out the assessment, the AC considers, among others, the EA's competence, capabilities, resources, quality of audit services, appropriateness of audit and non-audit fees, nature and extent of non-audit services provided, written assurance of independence, and the annual evaluation of EA. During FYE 2026, the AC, with the assistance of the Company Secretaries, conducted its annual assessment of Messrs. Crowe Malaysia PLT. Based on the assessment, the AC was satisfied that the EA possessed the necessary competence, capabilities and resources to effectively discharge their responsibilities. The AC also noted the EA's confirmation of independence in accordance with the By-Laws of the MIA and the applicable professional requirements. During the financial year, the EA also rendered non-audit services relating to the review of the Statement on Risk Management and Internal Control for the FYE 2026 for a fee of RM5,000. Having considered the nature and extent of these services, the AC was satisfied that they did not impair the independence or objectivity of the EA. Following the AC's recommendation, the Board approved the re-appointment of Messrs. Crowe Malaysia PLT as the Company's EA for the financial year ending 31 March 2027, subject to shareholders' approval at the forthcoming 21st AGM. The EA has also expressed their willingness to continue in office, subject to the shareholders' approval.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		

Measure :		
Timeframe :		

Intended Outcome
There is an effective and independent Audit Committee.

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

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

Application	:	Adopted
Explanation on adoption of the practice	:	The AC comprises solely Independent Non-Executive Directors and the AC members are as follow: **<u>Chairman</u>** Yeoh Chin Hoe *Independent Non-Executive Director* **<u>Members</u>** Sujatha Sekhar A/P Tan Sri B.C. Sekhar *Independent Non-Executive Director* Tan Pei Shiun (Appointed on 25 November 2025) *Independent Non-Executive Director* Dato' Ong Chong Yi (Resigned on 25 November 2025) *Independent Non-Executive Director*

Intended Outcome
There is an effective and independent Audit Committee.

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

Practice 9.5
Collectively, the Audit Committee should possess a wide range of necessary skills to discharge its duties. All members should be financially literate, competent and are able to understand matters under the purview of the Audit Committee including the financial reporting process.

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

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The AC is chaired by Mr Yeoh Chin Hoe, a Chartered Accountant of MIA, a Fellow Member of The Association of Chartered Certified Accountants (UK) (“FCCA”), a Fellow Member of the Chartered Governance Institute UK & Ireland, and a member of the Malaysian Institute of Certified Public Accountants (“MICPA”).

The AC members collectively possess the appropriate mix of knowledge, experience in accounting, finance, audit, law and business administration to effectively discharge their responsibilities. They also undertake continuous professional developments and receives regular briefings by Management and the EA in accounting standards, auditing practices, and necessary regulatory requirements.

The qualifications and experiences of the AC members are available in the Profile of Directors section, while details of the training programmes attended during FYE 2026 are disclosed in the Corporate Governance Overview Statement of the Annual Report 2026.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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

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

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

Application	:	Applied
Explanation on application of the practice	:	The Board recognises its overall responsibility for establishing and maintaining an effective risk management and internal control framework to safeguard the Group's assets and support the achievement of its strategic and business objectives. On 26 May 2026, the Board strengthened the Group's governance framework by redesignating the Risk Management Committee as the Risk Management and Sustainability Committee ("RMSC") to enhance its oversight of sustainability matters. The Board also adopted the RMSC's Terms of Reference to formalise its roles and responsibilities in overseeing the Group's risk management and sustainability matters. In discharging its oversight responsibilities, the Board is assisted by the AC and the RMSC. The AC reviews the adequacy and effectiveness of the Group's internal control system, while the RMSC oversees the Group's risk management framework and sustainability matters, including the identification, assessment, monitoring and reporting of key risks and material sustainability-related risks and opportunities. The Group adopts an enterprise risk management framework under which risk and sustainability-related matters are identified, assessed, managed and monitored by the respective HODs, with oversight by the Executive Directors, Chief Financial Officer ("CFO") and the RMSC. Significant risks and corresponding mitigation measures are reviewed periodically and escalated to the Board where appropriate. Based on the reviews conducted during FYE 2026 and up to the date of approval of this Annual Report, the Board is satisfied that the Group's risk management and internal control system is adequate and effective in all material respects, with no material weaknesses identified that would result in any material losses or require separate disclosure in this Annual Report. Further details of the Group's risk management and internal control framework are set out in the Statement on Risk Management and Internal Control of this Annual Report 2026.

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

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

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

Practice 10.2
The board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

Application :	Applied
Explanation on application of the practice :	The Group's risk management and internal control framework is supported by the following key features: **(a) Risk Governance and Oversight** The Board, supported by the RMSC and AC, oversees the Group's risk management and internal control framework. The Board determines the Group's risk appetite, while the RMSC oversees the identification, assessment, monitoring and reporting of key risks, including material sustainability-related risks and opportunities. The AC reviews the adequacy and effectiveness of the Group's internal control system. **(b) Decentralised Risk Management** Risk management responsibilities are embedded across the Group, with HODs responsible for identifying, assessing, managing and monitoring risks within their respective areas of responsibility. Significant risks, together with the corresponding mitigation measures, are documented in the Group's Risk Register and reviewed periodically to ensure that they remain relevant and effective. **(c) Internal Control Framework** The Group maintains documented policies, procedures and authority limits and Standard Operating Procedures ("SOPs") to support effective governance, operational efficiency, regulatory compliance and accountability across all business units. **(d) Monitoring and Reporting** The Group's risk management and internal control framework is monitored through periodic reviews by the AC and RMSC. In addition, the outsourced Internal Auditors conduct periodic audits to assess the effectiveness of the Group's internal control system, with audit findings and recommendations reported to the AC for review, monitoring and follow-up actions.

	(e) Continuous Review and Improvement The Board, through the RMSC and AC, reviews the adequacy and effectiveness of the Group's risk management and internal control framework on an ongoing basis to ensure that it remains effective and responsive to changes in the Group's business environment, emerging risks, regulatory requirements and stakeholders' expectations. The Board is satisfied that the Group's risk management and internal control framework remained adequate and effective throughout FYE 2026 in managing the Group's material risks and safeguarding the Group's assets and the interests of its stakeholders.
Explanation for departure :	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :	

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

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

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

Application	:	Adopted
Explanation on adoption of the practice	:	The RMSC comprises a majority of Independent Non-Executive Directors and the RMSC members are as follow: **<u>Chairman</u>** Ronald Khoo Boo Soon *Executive Director* **<u>Members</u>** Sujatha Sekhar A/P Tan Sri B.C. Sekhar *Independent Non-Executive Director* Tan Pei Shiun (Appointed on 25 November 2025) *Independent Non-Executive Director* Dato' Ong Chong Yi (Resigned on 25 November 2025) *Independent Non-Executive Director*

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 :	During FYE 2026, the Group's internal audit function was outsourced to Eco Asia Governance Advisory Sdn Bhd ("Eco Asia" or "Independent Auditor" or "IA"), an independent professional firm that provides independent assurance on the adequacy and effectiveness of the Group's governance, risk management and internal control systems. The IA performs its functions independently and reports directly to the AC to ensure its independence and objectivity. Upon completion of each review, Eco Asia presented its findings, root causes, recommendations and Management's responses to the AC for review and deliberation. Follow-up reviews were also conducted to assess the status of implementation of corrective actions and to ensure that identified issues were addressed by Management within the agreed timelines. During FYE 2026, the IA conducted audits on selected operational areas of the Group, including online marketing and advertisement management, and data protection and privacy compliance review. Further details on the internal audit function are provided in the AC Report and the Statement on Risk Management and Internal Control in the Company's Annual Report 2026.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 11.2
The board should disclose–
- whether internal audit personnel are free from any relationships or conflicts of interest, which could impair their objectivity and independence;
- the number of resources in the internal audit department;
- name and qualification of the person responsible for internal audit; and
- whether the internal audit function is carried out in accordance with a recognised framework.

Application	:	Applied
Explanation on application of the practice	:	The Group's internal audit function is outsourced to an independent professional firm, Eco Asia Governance Advisory Sdn Bhd ("Eco Asia" or "Internal Auditor" or "IA"), which reports directly to the AC. Eco Asia is free from any relationships or conflicts of interest that could impair its objectivity and independence in carrying out its responsibilities. The IA engagement team is led by Ms Janeeta Salim, the Head of Department for Internal Audit at Eco Asia. She is an Associate Member of the Institute of Internal Auditors of Malaysia ("IIA"). She brings valuable expertise to the team with her extensive experience in the internal audit field. She is supported by a team consisting of one (1) Manager, one (1) Assistant Manager and three (3) Consultants, who collectively possess the appropriate experience and expertise to discharge the internal audit function effectively. The internal audit reviews were carried out in accordance with the approved risk-based internal audit plan and guided by the International Professional Practices Framework ("IPPF") issued by the IIA. The audit areas were determined based on the Group's risk profile, business activities and key risk areas that may affect the achievement of the Group's strategic objectives. Based on the assessment conducted, the AC was satisfied that Eco Asia had discharged its responsibilities effectively and independently during FYE 2026 and had provided the AC with objective assurance on the adequacy and effectiveness of the Group's governance, risk management and internal control systems.
Explanation for departure	:	

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

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

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

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

Application	:	Applied
Explanation on application of the practice	:	The Board recognises the importance of maintaining effective, transparent and regular communication with its shareholders and other stakeholders, and is committed to ensuring that timely, accurate and relevant information on the Group's business operations, performance and corporate developments is communicated in a fair, clear and meaningful manner to facilitate informed decision-making. The Board seeks to foster open dialogue and gain a better understanding of the expectations and concerns of its stakeholders through various communication and engagement channels, including the following: **a) Company's website** • The Company's website at www.hextartech.com provides comprehensive and up-to-date information on the Group and its businesses, including its corporate profile and history, core business activities, profiles of the Board of Directors, stock information, company announcements, annual reports, circulars, quarterly reports, financial information, information relating to general meetings and corporate governance documents. • The updated corporate policies including the Board Charter, Terms of Reference of the Board Committees, are also made available on the Company's website for stakeholders' reference. • The "Contact" section on the Company's website provides various channels for stakeholders to communicate with the Company. Stakeholders may submit enquiries, provide feedback or lodge complaints through the "Send Us a Message" feature or via contact details provided, including the Company's general telephone, fax numbers and enquiry email address at info@hextartech.com.

	b) Bursa Malaysia Securities Berhad ("Bursa Securities") • All company announcements, material developments, corporate exercises, progress updates, information relating to general meetings and periodic financial reports are released to Bursa Securities on a timely basis and made publicly available on Bursa Securities' website. • The Annual Report and Circular to Shareholders are released to Bursa Securities and made available on the Company's website to provide shareholders with timely and relevant information prior to the AGM. The Annual Report contains information on the Group's business performance, financial results, corporate governance practices, sustainability initiatives and future prospects, while the Circular to Shareholders provides information on the proposals requiring shareholders' consideration and approval. **c) General meetings** • General meetings provide a platform for direct engagement with shareholders. Shareholders are given the opportunity to raise questions, seek clarifications and express their views to the Board and Senior Management on matters relating to the Group's operations, performance and affairs.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

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

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

Practice 12.2

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

<table>
<tr><td>Application :</td><td colspan="2">Departure</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2"></td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2">The Company has been classified as a Large Company since 2022 but has not yet adopted integrated reporting based on a globally recognised framework. The Board continues to assess the feasibility of adopting integrated reporting in the future.</td></tr>
<tr><td colspan="2">Nevertheless, the Company provides comprehensive disclosures on the Group's strategy, business performance and development, corporate governance and sustainability matters through the Management Discussion and Analysis, Sustainability Statement, Corporate Governance Overview Statement, and other financial and non-financial disclosures in the Annual Report, to provide transparency and accountability to stakeholders.

The Company also ensures that material information is communicated to stakeholders in a timely manner through its quarterly financial results, annual reports and announcements released via Bursa Securities. The Board remains committed to maintaining a high standard of transparency, accountability and disclosure.</td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2">The Board will continue to evaluate the adoption of integrated reporting in the future.</td></tr>
<tr><td>Timeframe :</td><td>Others</td><td>Ongoing</td></tr>
</table>

Intended Outcome

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

Practice 13.1

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 Notice of the 21st AGM was issued on 22 July 2026, more than 28 days prior to the AGM held on 20 August 2026. This provided shareholders with sufficient time to make the necessary arrangements to attend and participate in the AGM, including appointing proxies or corporate representatives where required. The Notice of AGM, which set out the agenda and proposed resolutions for shareholders' approval, was accompanied by explanatory notes and relevant information on the proposed resolutions to enable shareholders to make informed decisions when exercising their voting rights. The Annual Report and other AGM-related documents were also made available on the Company's website, providing shareholders with convenient access to information relating to the AGM.
Explanation for departure :	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :	

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

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

Application :	Applied	
Explanation on application of the practice :	All Directors, including the Chairman of each of the respective Board Committee, as well as the Chief Financial Officer, attended the 20th AGM held on 26 August 2025, demonstrating their accountability to shareholders and commitment to effective shareholder communication. Their presence enabled questions raised by shareholders to be addressed directly by the Board and Senior Management, with meaningful responses provided during the meeting. The EA also attended the AGM being readiness to respond to shareholders' queries relating to the audit process and the audited financial statements. The questions raised by shareholders and the corresponding responses provided during the AGM were recorded in the AGM minutes and subsequently published on the Company's website for shareholders' reference.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 13.3
Listed companies should leverage technology to facilitate–
- voting including voting in absentia; and
- remote shareholders' participation at general meetings.

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

Application	:	Applied	
Explanation on application of the practice	:	The 20th AGM was convened physically at Hextar Tower, Empire City located in Petaling Jaya, Selangor. To facilitate effective shareholder participation, an Administrative Guide was circulated prior the AGM to provide shareholders with information on pre-registration, proxy appointments, pre-submission of questions, and other relevant AGM matters via Tricor Investor & Issuing House Services Sdn Bhd ("TIIH") online platform. The Company also leveraged technology by utilising electronic poll voting ("e-voting") for the 20th AGM through TIIH online platform. The used of e-voting enhanced the accuracy, transparency and efficiency of the voting process through timely verification and tabulation of votes, while providing greater convenience. To safeguard cybersecurity and data protection, TIIH has implemented Information Technology Policy and Information Security Policy, endpoint controls and data classification measures. The TIIH online platform is hosted on a secure cloud infrastructure, while the data centre utilised is ISO 27001 certified, ensuring the confidentiality of the voting process and related AGM proceedings.	
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 13.4
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.

<table>
<tr><td colspan="3">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.</td></tr>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The 20th AGM was conducted physically, allowing shareholders, corporate representatives and proxies to engage directly with the Board and Senior Management, and to exercise their rights to ask questions and vote on the resolutions set out in the Notice of AGM.

The AGM served as a platform for the Company to communicate business performance, strategic directions, key developments and long-term strategies of the Group.

The Chairman encouraged active participation and facilitated meaningful engagement throughout the meeting. Shareholders were given sufficient opportunity to raise questions and seek clarification on the resolutions tabled, as well as the Group's financial and operational performance. The Board addressed the questions raised during the meeting and provided meaningful responses in a timely manner.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

Intended Outcome
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.

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.		
Application :	Not applicable – only physical general meetings were conducted in the financial year	
Explanation on application of the practice :		
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
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.

Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.		
Application :	Applied	
Explanation on application of the practice :	The minutes of the 20th AGM held on 26 August 2025, including the Company's responses to questions raised by the shareholders, were published on the Company's website at https://ir2.chartnexus.com/hextech/general-meeting.php no later than 30 business days after the conclusion of the 20th AGM.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

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

Click or tap here to enter text.