CORPORATE GOVERNANCE REPORT

STOCK CODE **:** 7115
COMPANY NAME **:** SKB SHUTTERS CORPORATION BERHAD
FINANCIAL YEAR **:** June 30, 2025

OUTLINE:

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

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

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	:	Applied
Explanation on application of the practice	:	The Executive Chairman and Executive Directors are primarily accountable for managing the Group's business operations. In contrast, the Non-Executive and Independent Directors offer oversight and independent judgment and perspectives in the board deliberations and decision-making processes. In discharging these responsibilities, the Board has: i Reviewed the strategic objectives, business direction and the focused areas of the Group, and their progress and resource needs; ii Conducted periodic reviews of the interim and annual financial results and ensured that the financial statements of the Company and Group are fairly stated and conformed to the relevant regulations and the acceptable accounting policies; iii Ensured the Group's financial position supports the business expansion; iv Defined its Charter and Schedule of Key Matters setting out the roles, duties, responsibilities and authority of the Board, the principles and practices of corporate governance to be followed; v Established Board Committees to assist the Board in overseeing agendas under their respective terms of reference, and reporting to the Board with their recommendations; vi Observed the regulatory requirements when disseminating information and making disclosures in consultation with the Company Secretary;

	vii Ensured the implementation of Group anti-corruption and bribery framework, Code of Conduct and Ethics and Whistleblowing Policy; viii Obtained assurance that an appropriate and adequate risk management and internal control systems are in place; and ix Defined and implemented the Fit and Proper Policy outlining the Director's character, integrity, experience, competence, and commitment criteria to discharge their roles effectively.
Explanation for departure :	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :	

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

Practice 1.2
A Chairman of the board who is responsible for instilling good corporate governance practices, leadership and effectiveness of the board is appointed.

Application	:	Applied	
Explanation on application of the practice	:	The current Board Chairman is Mr Sin Kheng Lee. To lead and instil good governance practices and effectiveness in the Board, the Chairman sets the board agenda in consultation with the Company Secretary; provide Board Members adequate time and opportunity to discuss and deliberate board agenda, encourage information and opinions exchange and deliberation before making board decisions, and ensures that all Board Members receive relevant information from the Company Secretary and Management in a timely manner.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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 :	Departure	
Explanation on application of the practice :		
Explanation for departure :	The roles of Board Chairman and CEO are currently held by the same director. This enables the expectations of the Board and management to be aligned.	
	To ensure the balance of oversight and executive power, the Board has established various Board Committees comprising solely the Independent Directors to scrutinise the management performance and the board proceedings. Annually, the Nominating Committee also reviews the board composition to ensure the presence of reasonable checks and balances within the Board.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe :	Choose an item.	

Intended Outcome

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

Practice 1.4

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

<table>
<tr><td colspan="4">Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</td></tr>
<tr><td>Application</td><td>:</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">The Board Chairman, Mr. Sin Kheng Lee, is not a member of the Audit, Nominating, and Remuneration Committees and did not participate in their meetings.</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 1.5
The board is supported by a suitably qualified and competent Company Secretary to provide sound governance advice, ensure adherence to rules and procedures, and advocate adoption of corporate governance best practices.

Application :	Applied
Explanation on application of the practice :	The Board is assisted by a qualified and competent Company Secretary who is an Associate member of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA). The Company Secretary supports the Board in carrying out its fiduciary duties and stewardship role and plays an advisory role to the Board, particularly with regard to regulatory compliance, guidelines, legislations and governance practices. The key responsibilities of the Company Secretary are: • To provide advice to the Board members in relation to company secretarial matters, board affairs, and corporate disclosure requirements as well as directors' obligations, roles and responsibilities; • To update the Board members on the compliance requirements of the applicable rules and regulations, listing requirements, corporate governance practices and board procedures; • To attend and prepare minutes of board meetings and ensure that protocol and procedures of board meetings are adhered to and that applicable rules and regulations are complied with; • To assist the Board in the general meeting proceedings; • To maintain secretarial records such as all board resolutions, meeting minutes and proceedings of all meetings of the Board and Board committee; and • To manage and coordinate with the Board on meeting agenda, schedule and meeting logistics. All Directors have unrestricted access to the advice and services of the Company Secretary for the Board's affairs and business. The appointment and removal of the Company Secretary of the Board is the prerogative of the Board as a whole.

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	:	The quality of information affects the effectiveness of the Board in overseeing the conduct of the business and evaluating management performance. The Company Secretary and management ensure that the Board is provided with meeting materials to enable it to review and consider the agenda items to be discussed, and, where necessary, obtain further explanations before the meeting. Upon conclusion of each meeting, the Company Secretary is responsible for accurately recording the proceedings and resolutions and promptly circulating the minutes to all Board members.	
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 established its Board Charter setting out the roles and responsibilities of the Board, Board Committee and Directors as well as practices of corporate governance that need to be followed such as size, composition and nomination of the Board, shareholders liaison, relationship with management and their right to access information and resources. A Schedule of Matters Reserved is also established separately, outlining the agenda and issues that shall be discussed and approved at the Board level. The Board Charter and Schedule of Matters serve as a reference point of board authority and its supervisory role. These documents are available on the Corporate Governance page on the company's website at www.skb-shutters.com for the information of stakeholders. To assist the Board in discharging its function, the Board has delegated specific oversight responsibilities to the Audit Committee, Nominating Committee and Remuneration Committee. These Committees provide greater objectivity and independence in the deliberations of specific agendas entrusted to them. The respective Chairpersons of the Board Committees report and recommend to the Board on matters discussed and require the Board's 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
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 the Code of Conduct and Ethics ("this Code"). This Code defines the provisions related to abuse of power, corruption, insider trading, and money laundering, as well as the expected actions to be taken and the responsibilities of the Board, management, and staff members under this Code. A copy of this Code is posted on the Corporate Governance page on the Company's website.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 3.2

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

Application :	Applied	
Explanation on application of the practice :	The Board has established its whistleblowing policy for the Group. To protect the confidentiality of information and the identity of whistleblowers, the Board has assigned the whistleblowing reporting channel and administration to the Internal Auditor. Stakeholders who are aware of or suspect a violation of the Code of Conduct and Ethics may report the incident to the Audit Committee Chairman by emailing skb@whistleblower.com.my or by posting to PO Box #911, L2- 08, Level 2, Cheras Leisure Mall, Jalan Manis 6, Taman Segar, 56100 Kuala Lumpur. The Internal Audit reports quarterly to the Audit Committee on complaints received through the whistleblowing channel, if any. During the financial period, the Board did not receive complaints from whistleblower.	
fExplanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

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

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

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

Application :	Applied	
Explanation on application of the practice :	The Board Charter defines the Board's sustainability responsibility to ensure that the Group's strategic plan supports long-term value creation and includes strategies that consider economic, environmental, and social aspects. The sustainability issue is also reserved for the Board's decision. The Management formed a Sustainability Management Committee in the previous financial year. This Committee comprises the respective heads of department and is led by the Managing Director. The Committee is responsible for identifying, implementing, assessing, monitoring, and reporting sustainability matters. The Group integrate sustainability into its product strategy and innovation, enabling the Group to position itself as an innovative and sustainable building materials 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 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 Company's core sustainability values, initiatives and performance are communicated to all stakeholders through the Sustainability Statements in the Annual Report. Internally, sustainability-related communication occurs within the Sustainability Management Committee. The Committee plans to set the sustainability targets and report to the Board in the second half of the 2026 financial year.	
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	:	As part of the director's continuing education program, Board Members are constantly keeping themselves abreast and equipped with sustainability knowledge. The sustainability training programs attended by the Board Members during the financial year are as follows:

Training	Duration	Attended by
MIA International Accountants Conference 2025 – Collaborative Leadership for a Sustainable Future	2 days	Ng Swee Weng (Independent Non-Executive Director)
Hospital Design Health Planning Facility Workshop	1 day	Amnah Apasra Emir Binti Moehamad Izat Emir (Independent Non-Executive Director)
5th International Fire Conference & Exhibition Malaysia (IFCEM) 2024	3 days	Ir Yeoh Yen Shiong (Independent Non-Executive Director) Sin Siew Huey (Group Managing Director/Chief Financial Officer) Sin Tze Yi (Executive Director) Sin Kheng Lee (Executive Chairman) Chou Lee Sin (Executive Director) Sin Ching San (Executive Director)

		ARCHIDEX - Shaping the Future of Architecture and Design. Leading Architecture, Interior Design, and Building Exhibition	4 days	Sin Siew Huey (Group Managing Director/Chief Financial Officer) Sin Tze Yi (Executive Director) Sin Kheng Lee (Executive Chairman) Chou Lee Sin (Executive Director) Sin Ching San (Executive Director)

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 :	The Group has implemented a formal sustainability materiality assessment to identify key issues and prioritise important sustainability matters. The evaluation criteria for sustainability performance have been integrated into the annual performance assessments of the board and senior management.	
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	:	Adopted
Explanation on adoption of the practice	:	The Company formed its Sustainability Management Committee on 1 June 2024, led by the Managing Director and composed of the respective Heads of Department.

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 Nominating Committee reviews the Board composition and the tenure of each Director. It evaluates the performance of the Board, various Board Committees, and the contributions of each Individual Director annually. The re-election of Board Members is performed according to the Company's Constitution and overseen by the Nominating Committee. The assessment results from the Board, Board Committees, and Individual Directors are used as a reference for considering the re-election of directors. Based on the annual assessment of the current financial year, it was concluded that the Board, Board Committees, and individual directors' overall performance are satisfactory and that they discharged their respective responsibilities effectively.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

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

Application :	Departure	
Explanation on application of the practice :		
Explanation for departure :	Presently, 5 out of 8 Board members are Executive Directors. Hence, the independent director composition is below half of the Board size. Nonetheless, the composition complies with Rule 3.04(1) of the Main Market Listing Requirements of Bursa Securities, which requires at least two (2) directors or one-third (1/3) of the Board, whichever is higher, to be Independent Directors.	
	The Board conducted its annual evaluation through its Nominating Committee, which comprised wholly independent directors, and was satisfied with the effectiveness of the Board's present composition.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe :	Choose an item.	

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

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

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

Application :	Applied	
Explanation on application of the practice :	As of the date of this report, none of the Independent Directors has exceeded nine (9) years in their current positions.	
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 5.4 - 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 Board comprises Executive, Non-Executive and Independent Directors with diverse skill sets, experience, age, cultural background and gender.

Age Group	**30- <45 years**	**45- <60 years**	**60- <75 years**
Number of Directors	3	1	4

Board Member	**Knowledge and Skill Sets**	**Professional Membership and Achievement**
Sin Kheng Lee	• Engineering • Product Research and Development	• Successful CEOs by BrandLaureate Brandpreneur (2016) • Most Outstanding Alumni by the National Taiwan University of Technology (2017 and 2019) • 2022 Modal Entrepreneur Award from the National Innovation and Entrepreneurship Association, R.O.C. (Taiwan)
Sin Siew Huey	• Business and Financial Management	• CPA Australia • Committee Member of the

	• Corporate Finance	Malaysian Fire Protection Association
Sin Ching San	• Engineering • Product Research and Development	--
Chou Lee Sin	• Financial Management and Administration	• 2018 Outstanding Business Women in Malaysia by China Press
Sin Tze Yi	• Accounting and Finance • Business Development	• CPA Australia
Ng Swee Weng	• Accounting, Audit and Taxation	• Member of MICPA, CPA Australia and MIA
Puan Amnah Apasra Emir Binti Moehamad Izat Emir	• Architecture	• Member of Persatuan Arkitek Malaysia (PAM)
Ir Yeoh Yen Shiong	• Engineering • Qualification in Green Building Index and Malaysian Association of Energy Service Companies (MAESCO)	• Member of the Institute of Engineers Malaysia

Further details of each individual director can be found in their respective directors' profiles in the Annual Report.

The Board has defined the Director Fit and Proper Policy and Conflict of Interest Policy. These policies outline the criteria for character, experience, integrity, competence, time commitment and conflict of interest preventive procedures to be adhered to by the directors and key senior management. The provisions in these policies are considered before proposing the directors for appointment and re-election at the Annual General Meetings.

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

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

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

Application :	Applied	
Explanation on application of the practice :	When identifying suitably qualified candidates for appointment as Director, the Board will not solely rely on recommendations from existing board members, management, or major shareholders, but will also consider independent sources to identify suitably qualified candidates. During the financial year, no new Director was appointed.	
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 5.7
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 colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Board ensures that shareholders have the information to make an informed decision on the appointment and reappointment of a director.

The profiles of each existing Director are disclosed in the Annual Report for shareholders’ reference. The details in the Directors' profiles include their age, nationality, designation, experience, academic/professional qualifications, directorships in other listed and non-listed companies, as well as any family relationships with Directors and/or major shareholders of the Company. Shareholders could also ascertain the interest, position or relationship of the Directors based on their Analysis of Shareholdings, Related Party Disclosures, Directors’ Remuneration and attendance of meetings in the annual report and evaluate if the Directors have discharged their duties in the interest of the Company before casting their vote for the appointment and reappointment of the Directors.

The Board has provided details in the Notice of Meeting of the AGM, including an explanation for supporting the reappointment of each 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>
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<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 5.8

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

Application	:	Applied	
Explanation on application of the practice	:	The Nominating Committee is led by an Independent Non-Executive Director, Ir Yeoh Yen Shiong.	
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 5.9
The board comprises at least 30% women directors.

Application	:	Applied	
Explanation on application of the practice	:	The Board has an equal number of female and male members, with four (4) female members and four (4) male members out of eight (8) Board members. This composition demonstrates the board's commitment to diversity and inclusivity.	
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 5.10
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 Charter includes a commitment to gender diversity. The Board considers gender diversity in the selection and appointment of individuals to its board and key senior management positions.	
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.

<table>
<tr><td colspan="2">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.</td></tr>
<tr><td>Application :</td><td>Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td>The annual Board evaluations, covering the Board, Board Committees, and individual directors, are conducted through self-assessment. This evaluation result is reviewed and overseen by the Nominating Committee. The following are the key criteria applied in these assessments:

i Board
• Board Mix and Composition
• Board's Independence and Objectivity
• Quality & Access of Information and Decision Making
• Corporate Governance, Risk Management, and Internal Control
• Diversity
• Business Strategy and Business Plan
• Succession Plan

ii Board Committees
• Composition of Board Committees
• Independence and Objectivity
• Skills and Competencies
• Contribution
• Succession Plan
• Financial Reporting
• Internal & External Audit Function and Process
• Communication with the Board

iii Individual Director
Character, experience, integrity, competency, time commitment, performance, and personality

iv Independent Director</td></tr>
</table>

	• Professionalism and Independence Judging from the performance evaluation, it was concluded that the current Board, Board Committee, and individual members' overall performance are satisfactory and that they discharged their respective responsibilities effectively.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

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

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

Application :	Applied
Explanation on application of the practice :	The Board has adopted a Remuneration Policy to promote transparency and objectivity in determining the remuneration for the Board Members and Senior Management. According to the Policy, the following primary factors shall be taken into consideration when assessing and determining the directors and senior management's remuneration: <u>Executive Directors and Senior Management</u> • The scope of the duty and responsibilities; • The qualifications, contributions and experiences; • The Group and individual performance; and • Current market remuneration within the industry and in comparable companies. <u>Independent and Non-Executive Directors</u> • The skillsets, experience and qualifications; and • The extent of the duty and responsibilities. Under Section 230(1) of the Companies Act, 2016, the Directors' fees and any benefits payable to the Directors of a listed company and its subsidiaries will be presented for shareholders' approval at the annual general meeting.
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 7.2

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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Board has established a Remuneration Committee ("RC"). The Committee comprises three (3) members, all of whom are Independent Non-Executive Directors.

<u>Chairman:</u> Amnah Apasra Emir Binti Moehamad Izat Emir

<u>Members:</u> Ir Yeoh Yen Shiong
Ng Swee Weng.

The roles and functions of RC are governed under its Terms of Reference ("TOR"), detailing its authority and duties and responsibilities authorised by the Board. The RC's TOR is available for the reference of stakeholders on the Company's website.

Two RC meetings were held during the 2025 financial year, on 20 September 2024 and 17 February 2025, to deliberate on the revision of director fees and the Executive Director's remuneration increment.</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

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

Practice 8.1

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

Application : Applied

Explanation on application of the practice : The numbers of Directors whose annual income falls within the following bands are set out as follows:

	Company	Subsidiaries Company		
	RM50,000 and below	RM750,001 - RM800,000	RM800,001 - RM850,000	RM1,150,001 - RM1,200,000
Executive Director				
Sin Kheng Lee	√			√
Sin Siew Huey	√		√	
Sin Ching San	√		√	
Chou Lee Sin	√		√	
Sin Tze Yi	√	√		
Non-Executive Director				
Ng Swee Weng	√			
Amnah Apasra Emir Binti Moehamad Izat Emir	√			
Ir Yeoh Yen Shiong	√			

The aggregated annual remuneration paid and payable to all Directors of the Company is further categorised into the following components:

Remuneration Components	**Received and Receivable from the Company**		**Received and Receivable from Subsidiary Companies in the Group**		**Total**	
	(RM'000)		**(RM'000)**		**(RM'000)**	
	ED	**NED**	**ED**	**NED**	**ED**	**NED**
Fees	175	110	--	--	175	110
Salaries	--	--	2,625	--	2,625	--
Bonuses	--	--	1,369	--	1,369	--
EPF	--	--	479	--	479	--
Benefit-in-Kind	--	--	12	--	12	--
Total	175	110	4,485	--	4,660	110

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	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
2	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
3	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
4	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
5	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
6	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
7	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
8	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
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.

Application	:	Not applicable - all members of senior management are members of the board	
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	:		

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 Chairman of the Audit Committee, Mr Ng Swee Weng is not the Chairman of the Board.	
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 Audit Committee Terms of Reference provide that a former key audit partner shall observe a cooling-off period of at least three years before being appointed as a member of the Audit Committee. Nonetheless, none of the current members of the Audit Committee is a former partner of the audit firm of the Group.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
There is an effective and independent Audit Committee.

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

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

Application	:	Applied
Explanation on application of the practice	:	The External Auditors' assessment considerations are defined in the Audit Committee's terms of reference, covering the qualification criteria, annual performance evaluation, tenure of service, and engagement of non-audit services. Annually, the Audit Committee ("AC") reviews the appointment, performance, and remuneration of the External Auditors. Upon review, the Audit Committee will recommend that the Board propose a resolution to shareholders for the appointment of external auditors. The present External Auditors of the Company have been engaged since 1997. The External Auditors continue to practise and observe the 7-year engagement partner rotation policy. The last engagement partner rotation took place in 2022. As part of the review processes during the financial year, the Audit Committee received the assurance from the External Auditors confirming that they are, and have been, independent throughout the audit engagement in accordance with the terms of all relevant professional and regulatory requirements. The Audit Committee also noted the Annual Transparency Report, Quality Management System and the ESG Reports issued by the External Audit firm when assessing their performance. In addition, the AC deliberated the potential non-assurance services that can be offered by the external audit firm. The AC considered that these services would not compromise the external auditor's independence and recommended the Board to pre-approve these services to minimise administrative process and time for approving these services when they are needed in the future.
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 Board has established an effective and independent Audit Committee. The members of the Audit Committee comprise of fully Independent and Non-executive Directors, and the Chairman of the Audit Committee is not the Chairman of the Board.

Intended Outcome
There is an effective and independent Audit Committee.

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

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

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

Application	:	Applied	
Explanation on application of the practice	:	Collectively, the Audit Committee members are financially literate and able to understand matters within the Audit Committee's purview, including the financial reporting process. The training attended by members of the Audit Committee during the financial year is disclosed in the Corporate Governance Overview Statement, pages 12 and 13 of the Annual Report. Based on the annual board committee assessment, the Board is satisfied with the performance of the Audit Committee and its individual members in fulfilling their duties in accordance with the Committee's terms of 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
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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Board as a whole is responsible for overseeing risk management in the Group, while the Executive Directors, together with the senior management team, are primarily responsible for managing risks in the Group.

The Statement on Risk Management and Internal Control is set out on pages 37 and 38 of this Annual Report, detailing the state of the risk management and internal control systems within the Group, as well as the review mechanism of the Board.

The Board is satisfied with the effectiveness and adequacy of the current level of systems of risk management and internal control and has received assurance from the Executive Chairman/Chief Executive Officer and Group Managing Director/Chief Finance Officer that the Group's risk management and internal control systems are adequate and effective, in all material aspects, for the 2025 financial year.</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 10.2
The board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Statement on Risk Management and Internal Control in the Annual Report presents the features of the risk management and internal control systems, as well as the board's review of their adequacy and effectiveness.

The Board commented in the Statement that it is satisfied with the effectiveness and adequacy of the current level of risk management and internal control systems and, to this effect, also received assurance from the Executive Chairman/Chief Executive Officer and the Group Managing Director/Chief Finance Officer.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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

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

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

Application	:	Adopted
Explanation on adoption of the practice	:	Presently, the AC, comprising fully independent directors, is entrusted to review the Group's risk management framework; identify principal risks that affect the Group; and evaluate the adequacy and effectiveness of the risk management and mitigation measures in place.

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

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

Application	:	Applied	
Explanation on application of the practice	:	The company had outsourced its internal audit function to IA Essential Sdn Bhd, a third-party internal audit firm. The Internal Auditors have conducted their work based on the broad principles outlined in the International Professional Practice Framework of the Institute of Internal Auditors, which encompasses audit planning, execution, documentation, communication of findings, and consultation with key stakeholders. When reviewing the Internal Audit reports, the Audit Committee will consider the impact of the audit issues and assess whether management has provided their comments appropriately, reflecting their commitment to the audit recommendations. The Audit Committee holds private sessions with the Internal Auditors, without the presence of management, if necessary, to allow the Auditors to exchange their views freely with the Committee. The Audit Committee evaluate the performance of the internal auditor based on the quality of services and reports provided, the audit team's resources, objectivity, and independence. In addition to reviewing the internal control systems, the Internal Auditor assesses the group's governance, risk management, and anti-corruption practices.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

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

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Internal Audit Function is outsourced to IA Essential Sdn Bhd, an internal audit consulting firm.

Mr Chong Kian Soon, the Engagement Director, is a member of the Malaysia Institute of Certified Public Accountants, the Chartered Accountants Australia and New Zealand, and the Institute of Internal Auditors Malaysia.

The audit team comprises a manager and audit executives. The Internal Auditors have conducted their work based on the broad principles outlined in the International Professional Practice Framework of the Institute of Internal Auditors, which encompasses audit planning, execution, documentation, communication of findings, and consultation with key stakeholders.

The Audit Committee also reviews the internal audit engagement to ensure that the objectivity and independence of the Internal Auditors are not impaired.</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

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 :	Regular communication with stakeholders is crucial for enhancing their understanding and appreciation of the Group's business and activities. The Board ensures there is effective, transparent and regular communication with its stakeholders via the following modes of communication: • Bursa Securities and Company Websites All significant corporate activities, financial results and general corporate information are announced to the investors and shareholders on the Bursa Securities and the Company's websites; • Annual Report The Annual Report contains extensive audited financial, governance and sustainability information prepared and disclosed in accordance with the listing requirements and the approved accounting standards; and • General Meeting Shareholders' interaction and "Question and Answer" ("Q&A") session with the Board during the general meetings.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome
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>:</td><td colspan="2">Not applicable – Not a Large Company</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"></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

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 27th Annual General Meeting notice was sent to shareholders on 30 October 2024 providing them with at least 28 days' notice before the meeting on 28 November 2024. This ensured that shareholders had ample time to review and deliberate on the proposed resolutions for 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.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">The Company held its 27th Annual General Meeting (“AGM”) on 28 November 2024. The AGM was conducted fully virtual through live streaming and online participation and voting using the Remote Participation and E-Voting (“RPV”) facilities.

All Directors of the Company were present at the AGM. All questions raised by the shareholders were fully and satisfactorily answered by the Board during the meeting.</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
Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

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

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

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">The Company held its 27th Annual General Meeting ("AGM") on 28 November 2024. The AGM was conducted fully virtual through live streaming and online participation and voting using the Remote Participation and E-Voting ("RPV") facilities.

Administrative guide and procedures are provided to ensure the authenticity of the shareholders and proxy holders attending the virtual meeting.</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

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

Practice 13.4

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

Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.		
Application :	Applied	
Explanation on application of the practice :	The Board allocated sufficient time for the Q&A session, responding to each question and providing clear and adequate clarification. There were 53 questions raised by seven (7) shareholders during the Q&A session. These questions ranged from financial performance to the business landscape. The Board responded and provided clarification to these questions. Overall, there was effective two-way communication between the Board and shareholders.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome
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	:	Applied	
Explanation on application of the practice	:	To ensure the meeting is interactive, the shareholders were pre-empted to ensure the quality of internet connectivity throughout the meeting in the notice of AGM. In addition, the administrative guide and procedures are provided in the Annual Report to ensure the shareholders and proxy holders can familiarise themselves with the online registration and virtual meeting procedures in advance before attending the virtual meeting. Shareholders are also provided with a virtual meeting technical support hotline, accessible via email and mobile phone. The Board allocated sufficient time for the Q&A session and answered 53 questions from 7 shareholders. Some shareholders provided positive feedback on the virtual meeting arrangement and encouraged the Company to continue with this 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 previous Annual General Meetings have been made available on the Company's website at www.skb-shutters.com within 30 days after the meeting on 28 November 2024.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

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

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