

CORPORATE GOVERNANCE REPORT

STOCK CODE : 0175
COMPANY NAME : HHRG Berhad
FINANCIAL YEAR : September 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 PURSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA

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

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The responsibilities of the Board of Directors of HHRG Berhad (“the Board”) are set out in the Board Charter which has been approved by the Board. The Board Committees’ roles, duties and responsibilities in discharging their functions are defined in their respective Terms of Reference which are set out in the Board Charter.</p> <p>Further details are set out in the Corporate Governance Overview Statement in the Annual Report 2025. The responsibilities are set out in the Board Charter which is accessible on the Company’s website at www.hhr.com.my.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The position of the Chairman of the Board is currently vacant. However, the Company is actively looking for a suitable candidate for this position.	
		The Executive Deputy Chairman of the Company would be elected to preside as Chairman of the Board at every Board meeting.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
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 1.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>Presently, the Company has not appointed a Chairman of the Board and will endeavour to identify a suitable candidate to be appointed as Chairman of the Board.</p> <p>Despite the vacant position of the Chief Executive Officer, the Executive Deputy Chairman is responsible for the conduct between the Board and the Management in ensuring the success of the governance and management functions of the Company.</p> <p>The Company's Board Charter defines the respective roles and responsibilities of the Chairman and Chief Executive Officer which is published on the Company's website.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.4

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

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>	
Application :	Applied
Explanation on application of the practice :	Presently, the Company has not appointed a Chairman of the Board and will endeavour to identify a suitable candidate to be appointed as Chairman of the Board. However, the Executive Deputy Chairman of the Company, who had been elected to preside as Chairman of the Board at every Board meeting is neither a member of Audit and Risk Management Committee (" ARMC ") nor a member of Nomination and Remuneration Committee (" NRC ").
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

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

Practice 1.5

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board is supported by the experienced and qualified Company Secretaries, who are qualified to act as Company Secretaries under Section 235(2) of the Companies Act 2016 (“Act”) and are registered holders of the Practising Certificate issued by the Companies Commission of Malaysia.</p> <p>The Board acknowledges that the Company Secretaries play an important role and will ensure that the Company Secretaries fulfil the functions for which they have been appointed.</p> <p>The Company Secretaries play an important role in facilitating the overall compliance with the Act, ACE Market Listing Requirements (“Listing Requirements”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and other relevant laws and regulations. The Company Secretaries also assist the Board and Board Committees to function effectively, in accordance with their Terms of Reference and best practices and ensure adherence to the existing Board policies and procedures.</p> <p>In order to discharge the roles effectively, the Company Secretaries have been continuously attending the necessary training programmes, conferences, seminars and/or forums to keep themselves abreast with the latest developments in the corporate governance realm and changes in regulatory requirements that are relevant to their profession and enable them to provide the necessary advisory role to the Board.</p> <p>The Board has direct access to the professional advice and services of the Company Secretaries when performing their duties and discharging their responsibilities.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 1.6

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

Application	: Applied
Explanation on application of the practice	<p>The notice of the scheduled Board Meeting is served to the Directors at least ten (10) days prior to the Board meeting, unless there is exceptional case for convening of special Board meeting to address emergency issue, shorter notice is allowed with the consent of all Directors.</p> <p>To leverage on the usage of technology, the Board papers are circulated to the Directors in the form of electronic copies via email prior to the Board meetings, to allow the Directors to consider the relevant information.</p> <p>All Directors are furnished with a comprehensive Board meeting agenda, minutes of meeting and relevant information materials and documents at least three (3) days in advance at each Board meeting. Meeting materials are sent through e-mail to allow the Board members to have sufficient time to review and to request for any further information or clarification prior to the Board meeting.</p> <p>Senior Management staffs are invited to attend Board meetings to furnish additional details or clarification on matters tabled for the Board's consideration and approval.</p> <p>The draft minutes are circulated to the Board for comments to ensure that the minutes of Board meeting accurately reflected the deliberations and decisions of the Board. Thereafter, the final minutes are confirmed and approved by the Board and signed by the Chairman at the succeeding meeting as a correct record of the proceedings. The minutes recorded the deliberations and decisions of the Board as well as Directors' abstention from voting.</p>
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	

Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 2.1

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

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board is guided by a Board Charter which sets out the principles governing the Board of the Company and adopts the principles of good governance and practice in accordance with applicable laws, rules and regulations in Malaysia. The Board Charter also sets out the respective roles and responsibilities of the Board, Board Committees, individual Directors and Managements, as well as issues and decisions reserved for the Board.</p> <p>The Board will periodically review the Board Charter and make any changes whenever necessary.</p> <p>The Board Charter is published on the Company’s corporate website at www.hhr.com.my.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 3.1

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board has formalised the Code of Conduct that sets out the principles and standards of business ethics and conduct of HHRG Berhad and its subsidiaries (collectively referred to as “the Group”) to guide all the Directors, employees and its subsidiaries and associate companies.</p> <p>The Board shall observe and adhere to the Code of Conduct for Directors which provides guidance regarding ethical and behavioural considerations or actions in discharging their duties and responsibilities.</p> <p>The Board will periodically review the Code of Conduct to ensure it remains relevant and appropriate.</p> <p>The details of the Code of Conduct are available for reference at the Company's website at www.hhr.com.my.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 3.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board has put in place an avenue for employees and stakeholders to report genuine concerns about unethical behaviour, malpractices and illegal acts on failure to comply with regulatory requirements without fear of reprisal. All cases shall be independently investigated and appropriate actions taken where required.</p> <p>The details of the Whistleblowing Policy are available for reference at the Company’s website at www.hhrg.com.my.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.1

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

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board emphasises the importance of sustainable business practices in creating long-term value, recognising that responsible business conduct is fundamental to achieving operational excellence. Structural oversight of sustainability, including strategies, priorities, and targets, rest with the Board, while Management is entrusted with operational execution concerning ESG factors as integral components of the Group's corporate strategy.</p> <p>The Board has adopted Group Sustainability Policy on 18 September 2025 that outlines the Group's commitment to sustainable and responsible operations in the industry.</p> <p>As fiduciary to the Company's shareholders, the Board prioritises upholding exemplary corporate governance practices, marked by dedication to ethics, integrity, and corporate responsibility.</p> <p>The details on the sustainability performance, initiatives, programmes, and key material matters of the Group can be found in the Sustainability Statement in the 2025 Annual Report.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board has established a transparent communication with the Group’s internal and external stakeholders to ensure they are aware of the Group’s sustainability strategies, targets and performances.</p> <p>Our engagement with stakeholders allows us to gain more complete understanding on our materiality issues and matters, and to be able to capture the key aspects and impacts of our sustainability journey.</p> <p>The details pertaining to the stakeholders’ engagement are set out in the Sustainability Statement of the Company’s Annual Report 2025.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.3

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	:	<p>The Board and Sustainability team had continuously participated in training programmes and conferences to remain well versed in the dynamic field of sustainability.</p> <p>Majority of the Directors of the Company had completed The Mandatory Accreditation Programme Part II: Leading for Impact (LIP) as required by Bursa Securities.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.4

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 assessment was conducted annually. NRC conducted and undertook the evaluation to assess the Board, Board Committees and each individual Director. The evaluation involves individual Directors and Board Committee members completing separate evaluation questionnaires regarding the processes of the Board and its Board Committees, their effectiveness and where improvements could be considered. The criteria for the evaluations are guided by the Corporate Governance Guide - Towards Boardroom Excellence.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.5- Step Up

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

<p><i>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.</i></p>	
<p>Application :</p>	<p>Adopted</p>
<p>Explanation on adoption of the practice :</p>	<p>The Group has established a sustainability governance structure under the Sustainability Policy, where the Board is the ultimate governing body of the organisation. The sustainability governance structure is as follow:</p> <div style="text-align: center;"> <pre> graph TD A[Board of Directors] --- B[Sustainability Committee] B --- C[Senior Management] C --- D[Sustainability Working Groups] D --- E[Investment Holding Company] D --- F[Biomass Division] D --- G[Property Division] D --- H[Mattress & Furniture Division] D --- I[Credit Division] D --- J[Automotive Division] </pre> </div> <p>Details on the Group’s sustainability governance, as well as the respective roles and responsibilities within the governance structure are stated in our Sustainability Policy, which is available on the Company’s website at www.hhrg.com.my.</p>

Intended Outcome

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

Practice 5.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The NRC is responsible for overseeing and reviewing, on an on-going basis, the overall composition of the Board in term of size, tenure, the required mix of skills, experience and other qualities and core competencies for the Directors of the Company.</p> <p>The NRC reviewed the tenure of each Director and subsequently recommended to the Board for notation. Notably, all the Independent Directors have served the Board for less than nine (9) years as at 30 September 2025.</p> <p>In determining the eligibility of the re-election of Guok Ngek Seong and Nur Bahiyah Azlinda binti Abu Bakar ("Retiring Directors") who are due to retire by rotation in accordance to Article 18.3 and Article 18.10 of the Constitution of the Company respectively at the forthcoming 14th Annual General Meeting, the Board, through the NRC, taking into consideration the results of the following assessments for Financial Year Ended 30 September 2025 ("FYE 2025"), recommends the re-election of the Retiring Directors to the shareholders:</p> <ol style="list-style-type: none"> (1) Director's Self and Peer Performance; (2) Board and Board Committees Performance; (3) Declaration of Independency by the Independent Director; and (4) Declaration of Director's Fit and Proper.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.2

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

Application	:	Applied													
Explanation on application of the practice	:	<p>More than half of the current Board of the Company comprises Independent Non-Executive Directors (“INED”).</p> <p>The Board composition as at 30 September 2025 is as follow:</p> <table border="1"> <thead> <tr> <th>Designation</th> <th>Number of Directors</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr> <td>Executive Director</td> <td>1</td> <td>20</td> </tr> <tr> <td>INED</td> <td>4</td> <td>80</td> </tr> <tr> <td>Total</td> <td>5</td> <td>100</td> </tr> </tbody> </table> <p>All the INEDs have met the independence criteria under the Listing Requirements, and they have no business or personal relationships with the Company, its Executive Director, major shareholders, or management, except for professional interactions required in their role as Independent Directors.</p> <p>The majority presence of INEDs on the Board strengthens its oversight function by ensuring effective checks and balances. As advocates for minority shareholders, they provide independent perspectives and constructive feedback on the Company’s strategies, proposals and Board deliberations, fostering informed and objective decision-making.</p>		Designation	Number of Directors	Percentage (%)	Executive Director	1	20	INED	4	80	Total	5	100
Designation	Number of Directors	Percentage (%)													
Executive Director	1	20													
INED	4	80													
Total	5	100													
Explanation for departure	:														
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>															
Measure	:														
Timeframe	:														

Intended Outcome

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

Practice 5.3

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

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

Application	:	Applied	
Explanation on application of the practice	:	None of the Independent Directors of the Company has served the Board exceeding a cumulative term limit of nine (9) years.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.4 - Step Up

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

Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.

Application :	Not Adopted
Explanation on adoption of the practice :	

Intended Outcome

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

Practice 5.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The candidate for appointment to the Board as Directors is selected after taking into consideration number of different aspects, such as professional experience, business experiences, skill, knowledge, gender, age, ethnicity and education background, requirement under the Malaysian Code on Corporate Governance (MCCG) and other relevant experience for the effective discharge of the Board's responsibilities.</p> <p>The candidate for appointment to the senior management is based on objective criteria, experience, age, culture background and gender and other relevant experience for the effective discharge of the duty.</p> <p>The NRC is delegated with the responsibility of assessing and considering and recommending to the Board, suitable candidate for appointment as Board of Director.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.6

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Company has in place, its procedures and criteria for identifying candidates for appointment of directors. All candidates for appointment are first considered by the NRC, taking into account the mix of skills, competencies, experience, professionalism and other relevant qualities to manage the Company.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.7

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

Application	:	Applied
Explanation on application of the practice	:	<p>The details and profiles of the Directors are published in the 2025 Annual Report as well as the Company's website. These include their age, gender, tenure of service, directorships in other companies, working experience and any conflict of interest as well as their shareholdings in the Company, if any.</p> <p>The performance of Retiring Directors who are recommended for re-election at the forthcoming AGM would be assessed through the Board and Board Committee evaluation which includes the independence of INEDs, if any.</p> <p>A statement by the Board and NRC being satisfied with the performance and effectiveness of the retiring Directors standing for re-election at the AGM as well as the justification from the Board to support the re-election of Directors would be stated under the explanatory notes in the Notice of the AGM.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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 chairman of the NRC is Mr. Chan Hon Woo, who is an Independent Non-Executive Director.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.9

The board comprises at least 30% women directors.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	Currently, there is a female director on the Board which accounts for about 20% of Board structure.	
		The Board acknowledges the importance of promoting gender diversity to comply with the recommendations of the Code. The Code encourages that the Board comprises of 30% women directors. The Board will remain mindful and has set an objective to comply with the Code by appointing more women director to the Board when suitable candidate is identified to support the Group's objectives. The Group is an employer who provides equal opportunity to all its employees. All appointments and employments are strictly based on meritocracy and are not driven by any racial, gender, ethnicity or age bias.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

Intended Outcome

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

Practice 5.10

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Group does not adopt any formal gender diversity policy in the selection of new Board candidates and does not have specific policies on setting target for female candidates in the workplace.	
		The evaluation on the suitability of candidates as the new Board member(s) or as a member of the workforce is based on the candidates' competency, skills, character, time commitment, knowledge, experience and other qualities in meeting the needs of the Group, regardless of gender and race. The Group gives an equal opportunity to all its employees. The appointment of Board members and employees are based on objective criteria, merit, experience and credibility on a continuing basis and may not limit to gender, age, ethnicity, religion and culture background.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

Intended Outcome

Stakeholders are able to form an opinion on the overall effectiveness of the board and individual directors.

Practice 6.1

The board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The board should disclose how the assessment was carried out its outcome, actions taken and how it has or will influence board composition.

For Large Companies, the board engages an independent expert at least every three years, to facilitate objective and candid board evaluation.

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
Application	: Applied
Explanation on application of the practice	: <p>The NRC assists the Board to conduct annual review on the Board, Board Committees and individual Directors. The assessment of the Board is based on specific criteria, covering areas such as the Board structure, Board operations, roles and responsibilities of the Board and the Board Committee.</p> <p>For Individual (Self & Peer) Assessment, the assessment criteria include integrity and ethics, governance, strategic perspective, adding value, judgment and decision-making, teamwork, communication and commitment.</p> <p>The results of the evaluation and recommendations were tabled to the Board for deliberation.</p> <p>In respect of the assessment for the FYE 2025 which was internally facilitated, the NRC and the Board were satisfied that the Board and Board Committees have discharged their duties and responsibilities effectively and the contribution and performance of each individual Director are satisfactory.</p> <p>The Board was also satisfied that the Board composition in terms of size, expertise, diversity and the balance between Executive Directors and Independent Directors and mix of skills was adequate.</p> <p>The results of the assessment would form the basis of the NRC's recommendation to the Board for the re-election of Directors at the next AGM</p>
Explanation for departure	:

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

Intended Outcome

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

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

Practice 7.1

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Group does not adopt any Remuneration Policy.	
		The NRC will refer to the similar business industry on the remuneration range, take into account the operational size, profitability and performance achievement.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

Intended Outcome

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

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

Practice 7.2

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

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

Application	:	Applied	
Explanation on application of the practice	:	The remuneration for Directors and Key Senior Management shall be recommended by the NRC for the Board's approval with the Directors concerned abstaining from deliberations and voting on decisions in respect of their individual remuneration. The Terms of Reference of NRC is available on the Company's website at www.hhr.com.my .	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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 details of the Directors' remuneration for financial year ended 30 September 2025 are disclosed under Corporate Governance Overview Statement in the Annual Report 2025.

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	Dato' H'ng Choon Seng (Resigned on 28 June 2024)	Executive Director	-	-	-	-	-	-	-	-	-	150	300	4	54	508
2	Ng Chin Nam (Retired on 27 August 2024)	Executive Director	-	-	-	-	-	197	197	-	-	74	-	-	206	280
3	Cheah Swi Chun (Resigned on 21 May 2024)	Independent Director	9	1	-	-	-	-	10	9	1	-	-	-	-	10
4	Lee Yee Wooi (Resigned on 28 June 2024)	Non-Executive Non-Independent Director	6	-	-	-	-	-	6	6	-	-	-	-	-	6
5	Ho Whye Chong (Resigned on 13 February 2025)	Non-Executive Non-Independent Director	34	4	-	-	-	-	37	34	3	-	-	-	-	37
6	Wong Wan Chin (Resigned on 10 May 2024)	Independent Director	3	-	-	-	-	-	3	3	-	-	-	-	-	3
7	Guok Ngek Seong (Appointed on 2 April 2024)	Independent Director	63	12	-	-	-	-	75	63	12	-	-	-	-	75
8	Chan Hon Woo (Appointed on 21 May 2024)	Independent Director	60	13	-	-	-	-	73	60	13	-	-	-	-	73
9	Abdul Rahman bin Haji Din (Appointed on 21 May 2024)	Independent Director	60	14	-	-	-	-	74	60	14	-	-	-	-	74
10	Dato' Paduka Ammar bin Dato' Shaikh Mahmood	Executive Director	-	-	695	55	-	31	781	-	-	695	55	-	31	781

	Naim (Appointed on 21 June 2024)															
11	Ju Siew Lee (Appointed on 1 November 2024, Resigned on 4 April 2025)	Independent Director	20	6	-	-	-	-	26	20	6	-	-	-	-	26
12	Nur Bahiyah Azlinda binti Abu Bakar (Appointed on July 2025)	Independent Director	11	3	-	-	-	-	14	11	3	-	-	-	-	14
13	Input info here	Choose an item.	Input info here													
14	Input info here	Choose an item.	Input info here													
15	Input info here	Choose an item.	Input info here													

Intended Outcome

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

Practice 8.2

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

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>Details of the remuneration of the top five (5) senior management are not disclosed on a named basis as the Board is of the view that such disclosure may expose our key senior management to unwarranted attention.</p> <p>The Company also believes that non-disclosure of the remuneration information on top five (5) senior management will not affect the interest of its shareholders.</p> <p>The Board monitors and ensures that the remuneration package of the top five (5) senior management members is aligned with their duties and responsibilities and market rates.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
Timeframe	:	Choose an item.

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

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Chairman of the Audit and Risk Management Committee ("ARMC") is currently assumed by Nur Bahiyah Azlinda binti Abu Bakar, an Independent Non-Executive Director of the Company.</p> <p>Presently, the Company has not appointed a Chairman of the Board and will endeavour to identify a suitable candidate to be appointed as Chairman of the Board. However, the Executive Deputy Chairman of the Company, Dato' Paduka Ammar bin Dato' Shaikh Mahmood Naim, who had been elected to preside as Chairman of the Board at every Board meeting.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is 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 ARMC's Terms of Reference is aligned with the cooling-off period of at least three years before appointment of a former audit partner as an ARMC member.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>The ARMC is responsible for assessing the capabilities and independence of the external auditor and to make recommendations to the Board on appointment, re-appointment or termination of the external auditor.</p> <p>Under ARMC's Terms of Reference, the ARMC reviews the suitability, objectivity and independence of the external auditor of the Company on annual basis. The review process covers the assessment of the independence of the external auditor, the evaluation of the external auditor's performance, quality of work, audit fees and the adequacy of resources.</p> <p>During the financial year, the ARMC met with the external auditor in the absence of Management and Executive Director.</p> <p>The ARMC has monitored and reviewed the performance and independence of the external auditors and is satisfied that the external auditor has been independent through the conduct of the audit process and the audit services rendered have met the quality expected by ARMC.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted
Explanation on adoption of the practice	:	For FYE 2025, the ARMC comprises solely of the following independent directors: (a) Nur Bahiyah Azlinda binti Abu Bakar, Chairperson (b) Chan Hon Woo, Member (c) Abdul Rahman bin Haji Din, Member

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The ARMC members are financially literate and are able to understand matters under the purview of the ARMC including the financial reporting process.</p> <p>Ms Ju Siew Lee is a member of the Malaysian Institute of Accountants ("MIA") and Chartered Institute of Management Accountants ("CIMA"). Ms. Ju resigned on 4 April 2025.</p> <p>Puan Nur Bahiyah Azlinda binti Abu Bakar is a member of the Association of Chartered Certified Accountants (ACCA) and Malaysian Institute of Accountants (MIA), which fulfils the requirement under Rule 15.09(1)(c)(i) and Guidance Note 7 of Listing Requirements.</p> <p>The ARMC had undertaken financial literacy assessment and would continue update their knowledge and to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 10.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board acknowledges its responsibility for maintaining a sound system of internal control and risk management. The Group has established a process to identify, evaluate and manage significant risks which has been integrated and embedded into the Group operations and is continuously reviewing its adequacy and effectiveness to safeguard shareholders' investment and Group assets.</p> <p>The Group outsourced its internal audit function to a professional service provider. The internal auditors conducted independent audit on the departments and functions within the Group and reported their findings to the ARMC during the quarterly meeting.</p> <p>A Statement on Risk Management and Internal Control of the Group is set out in the Annual Report 2025.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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 key features of the Risk Management Framework are set out in the Statement on Risk Management and Internal Control as presented in the Annual Report 2025.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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	:	Not Adopted
Explanation on adoption of the practice	:	Please provide an explanation on the adoption.

Intended Outcome

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

Practice 11.1

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The internal audit function is independent of the activities or operations that it audits. The internal audit function reports directly to the ARMC.</p> <p>The ARMC reviewed the adequacy of the resources of the outsourced internal audit function and its scope of work to ensure its ability to function adequately and independently.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Companies 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	:	All the internal audit personnel providing this outsourced service are free from any relationships or conflicts of interest. Auditing activities are guided by the International Professional Practices Framework. The information on the Internal Audit function is available in the Audit and Risk Management Committee Report in the Annual Report 2025.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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 Company has in place an investor relations function. All communications with analysts, investors and media briefings are channelled through the investor relations unit. The Company also keeps stakeholders informed of the Company's performance via the quarterly financial reports, the Annual Report and audited financial statements.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 12.2

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

Application	:	Not applicable – Not a Large Company	
Explanation on application of the practice	:		
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.1

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board is mindful that the sufficient notice of general meeting would allow shareholders to make necessary arrangements to attend and participate either in person or by corporate representative, proxy or attorney as well as to enable the shareholders to have the adequate time to consider the resolutions that will be discussed and decided at the meeting.</p> <p>The notice of Thirteenth AGM was despatched to shareholders on 29 July 2024, which was 28 days prior to the meeting held on 27 August 2024. In addition to sending notices, the Company also advertised in a major local news media The Star as well as the Company’s corporate website.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>At the Company’s AGM, all Directors were present in person to engage directly with, and be accountable to the shareholders for their stewardship of the Company. All Directors, all Chairman of the Board Committees, Senior Management and external auditors were in attendance to respond to the shareholders’ queries.</p> <p>At the forthcoming AGM, the Company’s Directors, the Chairman of ARMC, NRC, Senior Management and external auditors will be attending the AGM and provide response to questions.</p> <p>The Company will allocate sufficient time to shareholders and their proxies for questions at the Company’s general meeting.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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	:	<p>Last year’s AGM was conducted on virtual basis, which enabled greater flexibility to shareholders to participate remotely. The shareholders are allowed to appoint proxy/proxies to attend and vote in his/her stead, in the event if they could not attend the general meetings.</p> <p>The Company and its virtual meeting service provider took the necessary steps to ensure the virtual meetings run smoothly with good cyber hygiene practices in place including data privacy and security to prevent cyber threats.</p> <p>The Company’s forthcoming AGM will be held physically. In the event the shareholders are unable to attend the AGM, the shareholders are allowed to appoint proxy to attend, vote and speak in his/her stead. All resolutions will be voted digitally.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 13.4

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

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i>	
Application :	Applied
Explanation on application of the practice :	<p>The Chairman of the Board will ensure that sufficient opportunities were given to shareholders to raise issues relating to the affairs of the Company by providing ample time for the Question-and-Answer session during the general meetings of the Company.</p> <p>The Directors of the Company will endeavour to respond to relevant questions addressed to them during the general meetings of the Company.</p> <p>The Senior Management and External Auditors will also be attending and participating in the general meetings of the Company to respond to the queries raised by the shareholders.</p>
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

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

Practice 13.5

The board must ensure that the conduct of a virtual general meeting (fully virtual or hybrid) support meaningful engagement between the board, senior management and shareholders. This includes having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Questions posed by shareholders should be made visible to all meeting participants during the meeting itself.

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.</i>	
Application :	Applied
Explanation on application of the practice :	<p>The general meeting of the Company was conducted on virtual basis during last financial year.</p> <p>The shareholders may pose their questions at the chat box before the start or during the virtual meetings, all were addressed during the meeting.</p> <p>Sufficient time was allocated to the shareholders to pose their questions and for the Chairman or Senior Management to respond accordingly.</p>
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

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

Practice 13.6

Minutes of the general meeting should be circulated to shareholders no later than 30 business days after the general meeting.

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
Application	: Applied
Explanation on application of the practice	: Minutes of our general meetings for the financial year 31 March 2024 were uploaded onto our website within 30 business days after the general meetings. The Board will ensure that minutes of the general meeting be circulated to shareholders no later than 30 business days after the general meeting moving forward.
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

**SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PURSUANT
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 B is not applicable to the Group.
