

## **CORPORATE GOVERNANCE REPORT**

**STOCK CODE** : 7609  
**COMPANY NAME** : AJIYA BERHAD  
**FINANCIAL YEAR** : December 31, 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.

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| <b>Explanation on application of the practice</b> | : | <p>The Board of Directors ("Board") of Ajiya Berhad ("Ajiya") is responsible for overseeing and ensuring the sustainable performance of the Company and its subsidiaries ("the Group"). The Board remains mindful of its accountability to stakeholders in driving long term value creation and ensuring the Group's continued success.</p> <p>The Board provides leadership and oversight within an established frameworks, policies, procedures and terms of reference, to uphold good corporate governance practices across the Group.</p> <p>The Board is guided by a Board Charter which sets out its principal roles and responsibilities, matters reserved for Board decision-making, and the roles of the Chairman, Directors and Independent Directors. The Board Charter is reviewed periodically to ensure its continued relevance and alignment with regulatory requirements and evolving governance practices. During the financial year, the Board Charter was reviewed and updated in August 2025.</p> <p>To ensure effective discharge of its duties and responsibilities, the Board is supported by its Board Committees, Executive Directors and Key Senior Management. The Board reviews reports and recommendations from Board Committees on both financial and non-financial matters. In situations where conflicts of interest exist, the affected Director shall abstain from participating in deliberations and decision making process.</p> <p>The Board assumes, among others, the following principal key responsibilities:</p> <p><b>1. Strategic Oversight and Planning</b></p> <p>The Board is responsible for reviewing, approving, and monitoring the Group's strategic direction and ensuring that adequate resources are in place to achieve its objectives.</p> |

- *Strategic Planning with Sustainability Considerations:*  
The Board ensures that the Group’s strategic plans incorporate sustainability considerations, reflecting its commitment to long-term value creation.

An Annual Business Plan is developed collaboratively with Executive Directors and Key Senior Management. This Business Plans addressed emerging opportunities, risks, and industry trends, leading to the formulation of strategic business plans, critical success factors, and action plans.

In February 2025, the Key Senior Management presented the business plans to the Board, which included the 2025 budget, 2024 performance results, digitisation initiatives and ESG related initiatives. Following deliberation, the Board endorsed the budget and business plans.

- *Matters Reserved for the Board:*  
The Board reserves decision-making authority over matters such as operational restructuring, consolidation of manufacturing facilities, material acquisitions and disposal of assets, corporate ventures, changes to the Group’s core activities, amendments to board policy and procedures, and other key corporate plans.

## **2. Promoting Good Corporate Governance and Ethical Conduct**

The Board promotes good corporate governance across the Group by upholding and encouraging high standards of ethics, integrity, and accountability in all aspects of its operations.

To support this commitment, the Board has adopted various governance policies, including the Code of Ethics and Conduct, Corporate Disclosure Policy, Whistleblowing Policy, and Anti-Bribery and Anti-Corruption Policy, which provide guidance to Directors and employees in the conduct of their duties.

The Board also oversees the integrity and timeliness of the Group’s financial and non-financial reporting and ensures compliance with applicable accounting standards, laws and regulatory requirements. Standard operating policies and procedures, with clearly defined approval authorities, are periodically reviewed to maintain effective internal controls and regulatory compliance.

## **3. Risk Management**

The Board is responsible for overseeing the Group’s Risk Management Framework to identify, assess and manage significant risks affecting the Group’s business and operations.

The Risk Management Framework encompasses both financial and non-financial risks, with the objective of safeguarding the Group from adverse outcomes while enabling the Group to capitalise on business opportunities.

The Board, through the Risk Management Committee (“RMC”) and the operational-level Risk Management Steering Committee (“RMSC”), oversees the implementation of risk management processes across the Group. The RMSC works closely with operational department heads to identify, evaluate and manage key risks impacting the Group’s affairs.

During the year, the RMC reviewed and revised its Terms of Reference and the Risk Management Framework, which were approved by the Board in November 2025. These enhancements strengthened oversight over risk identification, mitigation and monitoring, including sustainability-related risks, cyber risks and climate-related risks.

#### **4. Internal Controls**

The Board is responsible for maintaining a sound system of internal control to safeguard the Group’s assets and protect shareholders’ interests. The Board, through the Audit Committee and supported by the internal audit function, oversees the adequacy and effectiveness of the Group’s internal control system.

The Board continues to enhance the Group’s internal control and risk management processes to support the achievement of strategic objectives and operational efficiency.

#### **5. Succession Planning**

The Board, through the Nomination Committee, ensures that appropriate succession planning is in place for the Board and Key Senior Management to support business continuity and long-term sustainability.

The Nomination Committee reviews the composition of the Board and identifies succession needs, recommending suitable candidates in accordance with the Nomination Policy and the Directors’ Fit and Proper Policy.

Succession planning for Key Senior Management is implemented by the Executive Directors with the support of the Group’s People & Culture Department. A structured competency assessment framework is in place to identify and develop potential successors. Management actively identifies and nurtures emerging talent, both internally and externally, supported by ongoing training and development programmes.

The Nomination Committee reviews Key Senior Management succession planning and talent development annually.

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|                                                                                                                                             | <p><b>6. ESG Strategies</b></p> <p>The Board emphasises on sustainability and is committed to embedding Environmental, Economic, Social and Governance (“ESG”) principles into the Group’s operations and strategic decision-making.</p> <p>The Group continues to engage an external consultant to enhance its ESG information disclosure. This initiative aims to establish reliable baselines, set measurable targets and strengthen alignment with regulatory requirements and recognised reporting frameworks.</p> <p>These efforts reflect the Board’s commitment to improving sustainability governance, enhancing transparency and meeting the evolving expectations of stakeholders.</p> |  |
| <p><b>Explanation for departure</b></p>                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |
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| <p><b>Measure</b></p>                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |
| <p><b>Timeframe</b></p>                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |

## Intended Outcome

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

## Practice 1.2

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

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| <b>Explanation on application of the practice</b> | : | <p>The Board is led by Datuk Seri Chiau Beng Teik, JP, who was appointed as an Executive Director on 6 May 2022 and subsequently redesignated as the Non-Independent Executive Chairman on 1 July 2022. The roles and responsibilities of the Chairman are defined in the Company's Board Charter.</p> <p>The Chairman is responsible for providing leadership to the Board and ensuring its effective functioning. He promotes good governance practices and ensures compliance with applicable laws, regulations and best practices, while guiding the Board in achieving the Group's strategic objectives and enhancing shareholders' value.</p> <p>With the support of the Company Secretaries, the Chairman ensures that Board meeting agendas cover all key matters, including strategy, operations, financial performance, governance and compliance, and that Board papers are circulated in a timely manner to facilitate informed deliberations.</p> <p>The Chairman promotes a boardroom environment that encourages constructive deliberation, active participation and robust discussions among Directors, enabling the Board to make informed decisions. He ensures that decisions are made in the Group's best interests and reflect the collective consensus of the Board.</p> <p>The Chairman, representing the Board, and together with other Board members, ensure effective engagement and communication with stakeholders and that their views are communicated to the Board.</p> <p>Despite the Chairman holding an executive role, the Board is of the view that an appropriate balance of power and authority is maintained through the presence of a majority of Independent Non-Executive Directors on the Board. This, in turn, ensures an adequate element of independence. To further strengthen governance and independence, the Chairman is not a member of any Board Committee, thereby ensuring a clear separation of oversight responsibilities.</p> |
| <b>Explanation for departure</b>                  | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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*Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.*

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| <b>Measure</b> :   |  |  |
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### Intended Outcome

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

### Practice 1.3

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

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| <b>Explanation on application of the practice</b>                                                                                    | : | <p>The positions of Chairman and Executive Directors are held by separate individuals, with clearly defined and distinct responsibilities. This separation ensures an appropriate balance of power and authority, and supports effective checks and balances at the Board level.</p> <p>The Chairman provides leadership to the Board, promotes good corporate governance practices, ensures compliance with applicable laws and regulations, oversees the effective functioning of the Board, and facilitates constructive engagement with shareholders and other stakeholders.</p> <p>Day-to-day management of the Group's business affairs and operational decisions is entrusted to the Executive Directors. Supported by the Management team, the Executive Directors are responsible for the effective implementation of strategic plans, policies and procedures, the evaluation of business opportunities to drive sustainable growth, and the oversight of the Group's overall operational performance.</p> <p>The Board is structured with a majority of Independent Non-Executive Directors to uphold objectivity in the boardroom and foster independent decision-making. This composition provides effective oversight and independent judgment, particularly in light of the Chairman holding an executive role.</p> <p>The respective roles and responsibilities of the Chairman and the Executive Directors are outlined in the Board Charter, which is available on the Company's website at <a href="http://www.ajjya.com">www.ajjya.com</a>.</p> |
| <b>Explanation for departure</b>                                                                                                     | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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### Intended Outcome

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

### Practice 1.4

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

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| <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> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Application</b> :                                                                                                                                                                                                                                                   | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Explanation on application of the practice</b> :                                                                                                                                                                                                                    | <p>The Chairman of the Company is not a member of the Audit Committee, Nomination Committee, Remuneration Committee or Risk Management Committee.</p> <p>As outlined in the Board Charter, the Chairman shall not be appointed to any Board Committee to preserve the independence and objectivity of the Committees' oversight and decision-making functions. In line with good corporate governance practices, the Chairman is not invited to attend Board Committee meetings, thereby ensuring independent deliberations by the respective Committees.</p> <p>The Board Charter is available on the Company's website at <a href="http://www.ajiya.com">www.ajiya.com</a>.</p> |
| <b>Explanation for departure</b> :                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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## Intended Outcome

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

### Practice 1.5

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.

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| <b>Explanation on application of the practice</b> | : | <p>The Board is supported by competent and experienced Company Secretaries who play an advisory role in ensuring the smooth functioning of the Board. The Company Secretaries are qualified to act under Section 235 of the Companies Act 2016 ("CA 2016") and hold Practising Certificates for Secretaries under Section 241 of the CA 2016.</p> <p>The Directors have direct and unrestricted access to the advice and services of the Company Secretaries to enable them to discharge their duties effectively. The Company Secretaries provide guidance to the Board on corporate governance best practices, compliance with regulatory requirements, and adherence to Board policies and procedures.</p> <p>The Company Secretaries coordinate and attend all Board and Board Committees meetings, ensure proper meeting procedures are followed, and that deliberations and decisions are accurately recorded. They also play an important role in ensuring that general meetings are properly convened and conducted in accordance with the Company's Constitution and relevant laws and regulations.</p> <p>In addition, the Company Secretaries ensure proper maintenance of statutory registers and records, and facilitate the timely flow of information between the Board and Senior Management.</p> <p>The Company Secretaries also play a role in facilitating the conduct of the annual Board and Board Committees Performance Evaluation process. They compile assessment results, generate the report of Board Evaluation, Diversity and Skill Matrix for submission to the Nomination Committee and the Board for review.</p> <p>The Company Secretaries continuously keep themselves updated on regulatory developments and corporate governance practices through relevant training and professional development programmes to effectively support the Board.</p> |
| <b>Explanation for departure</b>                  | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

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## Intended Outcome

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

### Practice 1.6

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

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| <b>Explanation on application of the practice</b> | : | <p>To facilitate effective planning and participation, an annual meeting calendar is prepared by the Company Secretaries and circulated to Directors in advance of each financial year. The calendar sets out the scheduled dates for Board meetings, Board Committee meetings and the Annual General Meeting, as well as the closed periods for dealings in securities by Directors. Reminders on closed periods are also issued to Directors and Key Senior Management prior to the targeted announcement dates of quarterly financial results.</p> <p>The agenda and meeting papers are distributed to Directors electronically, and where necessary, in hard copy seven (7) days prior to each meeting to allow sufficient time for review and preparation. Exceptions may be made for time-critical matters. Electronic reminders are also issued ahead of meetings to ensure Directors' preparedness.</p> <p>The Board schedules at least five (5) Board meetings annually, with additional meetings convened as required. Where physical attendance is not feasible, meetings may be conducted electronically. Meeting papers and agenda tabled to the Board include financial statements, business operations, regulatory updates and other relevant matters. Senior Management may be invited to attend meetings to provide further clarification or input on specific agenda items.</p> <p>All Directors have direct and unrestricted access to the advice and services of the Company Secretaries and may engage with Management for further information as required. The Board may also seek independent professional advice at the Company's expense, where necessary, to enable Directors to effectively discharge their duties.</p> <p>In a situation where a conflict of interest arises, persists or may arise, Directors are required to disclose the nature and extent of the conflict of interest as soon as practicable after the relevant facts come to their knowledge. Such Directors shall abstain from deliberations and voting on the relevant matters to ensure objective and impartial decision-making.</p> |

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|                                                                                                                                      | <p>The deliberations and decisions of Board and Board Committees meetings are recorded in a clear and accurate manner and are confirmed by the respective Chairman at subsequent meetings. Any unresolved items requiring further action remain as matters arising in the minutes until they are resolved.</p> <p>The Chairman of each Board Committee provides summaries of key matters discussed at their respective Committee meetings to the Board. The minutes of the Board Committee meetings are included in the Board meeting papers and circulated to all Board members.</p> |  |
| <b>Explanation for departure</b> :                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
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| <b>Timeframe</b> :                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |

## 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.

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| <b>Explanation on application of the practice</b> | : | <p>The Board has formally adopted a Board Charter as a key reference document to guide Directors in the discharge of their fiduciary duties. The Board Charter sets out the governance structure, including the roles and responsibilities of the Board, Board Committees, the Chairman, Executive Directors and Independent Directors, as well as matters reserved for the Board's decision. In addition, the Board Charter serves as an induction guide for newly appointed Directors, providing them with essential governance principles and insights.</p> <p>The Board Charter sets out the requirement for Directors to exercise their power in good faith, with integrity, and in the best interest of the Company. Directors are expected to discharge their duties with reasonable care, diligence and competency. Additionally, the fit and proper criteria for Directors are set out in the Board Charter to ensure all Directors uphold the highest standards of integrity and capability.</p> <p>The principal responsibilities of the Board include, among others, reviewing and adopting the Group's overall strategic direction, ensuring that sustainability considerations are embedded into strategic planning to support long term value creation, promoting a culture of sound corporate governance, and overseeing the performance and conduct of the Group's business.</p> <p>While the Board retains ultimate accountability for the Group's performance, it delegates day-to-day management of the Group to the Executive Directors, who are supported by Management Team. Together, they are responsible for executing the Group's strategic objectives and ensuring effective operations across the Group.</p> <p>To support effective governance and oversight, the Board has delegated specific responsibilities to the Board Committees, which operate within the defined Terms of Reference. These Committees assist the Board in carrying out its oversight responsibilities. Notwithstanding such delegation, the Board retains full decision-making authority over significant matters, including material acquisitions and disposals, corporate plans and new ventures, changes</p> |

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|                                                                                                                                             | <p>to the Group’s core activities, and amendments to key policies and procedures. The Board assumes full responsibility for overseeing the Group’s overall performance.</p> <p>The Board Charter was reviewed and updated in August 2025 to ensure continued relevance and alignment with prevailing regulatory requirements and evolving corporate governance practices.</p> <p>The Board Charter is available on the Company’s website at <a href="http://www.ajiya.com">www.ajiya.com</a>.</p> |  |
| <b>Explanation for departure</b> :                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |
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| <b>Timeframe</b> :                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |

### 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.

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| <b>Explanation on application of the practice</b> | : | <p>It is a fundamental policy of the Company and its subsidiaries ("the Group") to conduct its business operations in an ethical and legal manner. The Group is committed to upholding integrity and accountability across all levels of its operations as part of its drive for business sustainability.</p> <p>The Board has in place the Code of Ethics and Conduct (the "Code"), set out the principles and standards of business ethics and conduct to be observed by all Directors and employees. The Code was formalised to emphasise the Group's commitment to ethical conduct in all aspects of the Group's operation, as part of the key elements to business sustainability. The Board reviews the Code as and when necessary to ensure it remains relevant and effective, with the last review conducted in October 2023.</p> <p>The Code provides guidance for maintaining ethical conduct and sound business practices, emphasising principles such as integrity, responsibility, trust, discipline and diligence.</p> <p>Directors and employees are required to act in good faith and in the best interest of the Company at all times. Directors and Key Senior Management are also expected to avoid involving themselves in any situation or transaction that may create, directly or indirectly, a conflict between their personal interest and the Group's interest. Directors and employees are under a continuing obligation to disclose any conflict of interest that arises, may arise or persists to ensure the Group's interests are being protected. To strengthen its scope, the Code has been enhanced to provide specific guidelines for monitoring and managing conflict of interest situations.</p> <p>The Code also sets out guidelines in areas such as confidential information, inside information and securities trading, compliance obligations, environment and social responsibilities, as well as health and safety. The Code also address prohibited activities to protect the fund, assets and resources, ensuring they are used for legitimate</p> |

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|                                                                                                                                             | <p>business purposes and prohibits the misuse of funds, assets or information for personal gain.</p> <p>In line with its commitment to integrity, the Group has participated in initiatives such as the Malaysian Anti-Corruption Commission (MACC) Corruption-Free Pledge during an en-bloc signing ceremony organised by the Federation of Malaysian Manufacturers in 2018.</p> <p>In June 2020, the Group formally adopted an Anti-Bribery and Anti-Corruption Policy, which sets out the principles for preventing bribery and corruption and provides guidance on avoiding improper solicitation and conduct. All employees are required to declare that they have read, understand and abide by the policy. External parties engaged in regular business dealings or performing the work or services for or on behalf of Ajiya are required to signify their agreement to comply with the relevant provisions of the Policy.</p> <p>The Board established a Directors' Fit and Proper Policy setting out the fit and proper criteria for the appointment and re-appointment of Directors. This policy ensures that every Director possesses the character, integrity, competence and commitment necessary to discharge his role effectively.</p> <p>In addition, the Group also developed a comprehensive Company Handbook containing details of administrative terms and regulations, including guidelines on ethical conduct, anti-bribery and anti-corruption policy. All employees are required to declare their adherence to the Handbook, which also includes provisions for safeguarding confidential information obtained during employment.</p> <p>In addition, Directors and employees must avoid all forms of money laundering activities and shall comply with all applicable laws, rules and regulations.</p> <p>Both the Code and the Anti-Bribery and Anti-Corruption Policy are available for reference on the Company's website at <a href="http://www.ajiya.com">www.ajiya.com</a>.</p> |
| <p><b>Explanation for departure</b> :</p>                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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### 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.

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| <b>Explanation on application of the practice</b>                                                                                    | : | <p>The Company has established a Whistleblowing Policy to provide a formal mechanism for reporting suspected or known misconduct, wrongdoing, corruption, fraud or abuse of resources within the Group. The Policy was last reviewed and approved by the Board in April 2025.</p> <p>The identity of whistleblowers is protected to ensure confidentiality. Employees who report in good faith are safeguarded against any adverse and detrimental actions for disclosing improper conduct that has been or about to be committed within the Group.</p> <p>All whistleblowing reports are directed to the Chairman of the Audit Committee. Matters raised are tabled to the Audit Committee for review and necessary action. The Board is overall responsible for ensuring the effective implementation of the Whistleblowing Policy and fostering a culture of integrity and accountability across the Group.</p> <p>The Whistleblowing Policy is available for reference on the Company's website at <a href="http://www.ajiya.com">www.ajiya.com</a>.</p> |
| <b>Explanation for departure</b>                                                                                                     | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <b>Timeframe</b>                                                                                                                     | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

### 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.

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| <b>Explanation on application of the practice</b> | : | <p>The Board remains committed to continuously reviewing the Group's strategic direction to support sustainable performance and long-term value creation for shareholders. The Board is responsible to ensure sustainability risks and opportunities are considered in setting the Group's strategic direction.</p> <p>Strategic management of material sustainability matters is driven by the Management team, under the leadership of the Executive Directors and with the support of Key Senior Management and the Sustainability Management Committee ("SMC"). Together, they oversee the implementation and effective management of the Group's sustainability strategies and initiatives, while ensuring that appropriate processes, controls and frameworks are in place to strengthen business resilience and support long-term sustainability. The SMC plays a key role in ensuring the practical execution of sustainability strategies and initiatives across the Group.</p> <p>The SMC comprises the business division Chief Executive Officer and Heads of Department, with support from external sustainability consultant. This governance structure strengthens the Group's ability to address evolving ESG requirements. Discussions and briefings by external consultants further support the adoption of best practices in sustainability management and reporting.</p> <p>The Group's strategic plans incorporate ESG considerations and key sustainability initiatives, including, among others:</p> <ul style="list-style-type: none"><li>• Delivering innovative building material solutions that meet green building standards, support energy efficiency and reduce environmental impact.</li><li>• Installation of solar photovoltaic systems at new operational plants to reduce carbon emissions and energy costs.</li></ul> |

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|                                                                                                                                      | <ul style="list-style-type: none"> <li>• Implementation of ISO 14001:2015 Environmental Management System.</li> <li>• Application of SIRIM ECO-Labeling certification.</li> <li>• Leveraging digitalisation and technology to enhance operational efficiency and sustainable business practices; and</li> <li>• Application for Environmental Product Declaration (“EPD”) certification to promote product transparency and enable stakeholders to make informed sustainable choices in green construction projects.</li> </ul> <p>These initiatives reflect the Board's commitment to driving sustainable growth and fostering a more environmentally responsible future.</p> <p>Beyond its operations, Ajiya has remained an active industry partner of the Malaysia Green Building Council (“malaysiaGBC”) since 2009, reflecting its commitment to promoting green building solutions and sustainable communities. The Group has also been recognised by the Ministry of Environment and Water for its role in phasing out ozone-depleting substances under the Montreal Protocol.</p> <p>Guided by its vision, <i>“To Enrich Wellbeing for the Community”</i>, the Group continues to integrate sustainability into its strategy and operations, creating long-term value for stakeholders while contributing positively to the communities it serves.</p> |
| <b>Explanation for departure</b> :                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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### 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.

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| <b>Explanation on application of the practice</b> | <p>As a leading manufacturer of building materials, Ajiya is committed to conducting its business in a manner that minimises environmental impact, promotes social responsibility and upholds good governance practices across its operations and supply chain.</p> <p>The Group communicates its sustainability strategies, priorities, targets and performance to both internal and external stakeholders through multiple channels, including the Annual Report, Sustainability Statement, corporate website, social media platforms, meetings, factory visits and technical training for business partners.</p> <p>The Management team actively engages with various stakeholders, including customers, suppliers, business partners, industry associations, local communities, non-governmental organisations, government authorities and employees. These engagements provide valuable insights into stakeholders' expectations and enable the Group to identify material sustainability matters and align its sustainability initiatives accordingly.</p> <p>Ajiya has been an active industry partner of the Malaysian Green Building Council ("malaysiaGBC") since 2009. The malaysiaGBC, supported by professionals, industry players and government agencies, plays an important role in driving sustainable practices and fostering green building initiatives within the building industry</p> <p>In the year 2024, the Group conducted a comprehensive double materiality assessment to identify the most significant issues relevant to our business and stakeholders. The assessment involved internal analysis, external benchmarking, and stakeholder engagement. The resulting materiality matrix guides the selection of key performance indicators and the scope of our reporting for the years 2024 and 2025.</p> <p>Further details on the Group's stakeholder engagement approach, sustainability commitments, initiatives and progress in addressing sustainability-related challenges and opportunities are set out in the Sustainability Statement of the Annual Report 2025.</p> |

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

**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.

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| <b>Explanation on application of the practice</b>                                                                                    | : | <p>The Board recognises that a sound understanding of sustainability matters is essential for the effective discharge of its oversight role.</p> <p>Accordingly, the Directors undertake continuous professional development to remain informed of evolving sustainability practices, regulatory expectations and reporting frameworks.</p> <p>The Group continues to engage an external consultant to enhance its ESG information disclosure. Discussions and briefings by external consultants are conducted to ensure that the Group’s sustainability initiatives and reporting remain aligned with relevant frameworks and regulatory requirements.</p> <p>The training programs attended by the Directors during the financial year 2025 are set out in the Annual Report 2025.</p> |  |
| <b>Explanation for departure</b>                                                                                                     | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
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### 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.

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| <b>Explanation on application of the practice</b>                                                                                           | : | <p>The performance evaluation of the Board incorporated an assessment of ESG elements, focusing on the Board’s effectiveness in overseeing the Group’s management of ESG related issues.</p> <p>At the Board level, the evaluation assessed, among others, the Board’s and individual Directors’ ability to:</p> <ul style="list-style-type: none"> <li>• Engage in robust deliberations on the Group’s material ESG matters.</li> <li>• Evaluate the effectiveness of the Group’s sustainability governance framework, including the identification, management and reporting of ESG risks, targets, and initiatives.</li> <li>• Monitor key sustainability targets and ensure accountability of senior management to achieve these targets.</li> </ul> <p>In line with the Group’s strategic direction and sustainable growth objectives, sustainability-related risks, opportunities, targets and action plans are incorporated into the Key Performance Indicators (“KPIs”) of Senior Management and department heads. These leaders are responsible for delivering measurable outcomes against the established targets, thereby supporting operational efficiency and long-term value creation for the Group.</p> |
| <b>Explanation for departure</b>                                                                                                            | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p> |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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### 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.

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| <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> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Application</b>                                                                                                                                                                                                           | : Adopted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Explanation on adoption of the practice</b>                                                                                                                                                                               | :<br><p>The Executive Directors, supported by the Key Senior Management, are responsible for overseeing the management and monitoring of sustainability related matters across the Company and its subsidiaries (“the Group”).</p> <p>At the management level, the Group has established a Sustainability Management Committee (“SMC”) to ensure that sustainable initiatives and practices are embedded into the Group’s business operations. The SMC is tasked with ensuring that appropriate processes, controls and action plans are in place to enhance the Group’s resilience and support the delivery of sustainable performance.</p> <p>The management of material sustainability matters is driven by the Management team under the leadership of the Executive Directors, with the support of Key Senior Management and the SMC. This governance structure facilitates the effective execution of the Group’s sustainability agenda and the integration of sustainability considerations into its business operations.</p> <p>To enhance the effectiveness of the sustainability governance framework, the SMC is supported by an external consultant. This ensures that the Group’s sustainability initiatives and disclosures remain aligned with relevant frameworks and regulatory requirements.</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.

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| <b>Explanation on application of the practice</b> | : | <p>The Group is led by a diverse and competent Board, comprising members with a broad range of expertise in building materials, property development, economics, finance and management. Collectively, the Directors bring relevant experience in finance and accounting, internal control and risk management, which are appropriate to the nature, scale and complexity of the Group's business.</p> <p>The Nomination Committee discharges its activities in accordance with the Nomination Policy, Diversity Policy and, Fit and Proper Policy. These policies guide the Nomination Committee in reviewing the Board's composition, recommending the appointment and re-election of Directors, and conducting performance evaluations of the Board, Board Committees and individual Directors. The roles and responsibilities of the Nomination Committee are clearly defined in its Terms of Reference.</p> <p>To support a structured and comprehensive review of the Board's composition, the Board's Diversity and Skill Matrix Report provides a detailed overview of the Board's size and structure. The Diversity and Skill Matrix is reviewed annually by the Nomination Committee and facilitates informed deliberations on maintaining a balanced, diverse and effective Board and Board Committees.</p> <p>The Nomination Committee continues to ensure that any appointment of new Directors complements and strengthens the existing Board composition and skill sets, taking into account the Group's strategic direction and governance needs.</p> <p>In accordance with the Company's Constitution, one-third of the Directors are subject to retirement by rotation at each Annual General Meeting ("AGM"), and any Director appointed during the year shall retire at the next AGM. In addition, all Directors are required to retire from office at least once every three years and are eligible for re-election.</p> |

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|                                                                                                                                             | <p>At the forthcoming 30<sup>th</sup> AGM, the Directors standing for re-election are:</p> <ul style="list-style-type: none"> <li>a) Datuk Haji Mohd Yusri bin MD Yusof, Independent Non-Executive Director,</li> <li>b) Mr. Teh Boon Beng, Independent Non-Executive Director, and</li> <li>c) Mr. Ng Wai Luen, Non-Independent Executive Director.</li> </ul> <p>The annual Board assessment conducted in November 2025, together with the fit and proper declarations made pursuant to the Company's Fit and Proper Policy, formed the basis of the Nomination Committee's recommendation to the Board on the re-election of the retiring Directors.</p> <p>The Board was satisfied that the assessment results demonstrated the Directors' sound judgement, active participation in deliberations and constructive challenge in Board discussions. The Board further acknowledged their balanced oversight and meaningful contributions in guiding the Group's strategic direction and strengthening governance practices.</p> <p>In view of their continued effectiveness and commitment, the Board recommends their re-election at the forthcoming AGM.</p> |
| <p><b>Explanation for departure</b> :</p>                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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### 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.

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| <b>Application</b>                                | : | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Explanation on application of the practice</b> | : | <p>As at 31 December 2025, the Board comprises seven (7) members, with a majority being Independent Non-Executive Directors. The composition is as follows:</p> <ul style="list-style-type: none"><li>● One (1) Non-Independent Executive Chairman</li><li>● Two (2) Non-Independent Executive Directors</li><li>● Four (4) Independent Non-Executive Directors</li></ul> <p>The majority presence of Independent Non-Executive Directors reflects the Board's commitment to maintaining an appropriate balance of power and authority, and to ensuring effective checks and balances in Board deliberations and decision-making processes. The Independent Directors provide independent perspectives, exercise constructive challenge, and contribute to objective and impartial consideration of matters discussed, thereby strengthening the Board's oversight role and safeguarding the interests of stakeholders.</p> <p>Upon appointment, each Independent Director provides a written confirmation of independence as prescribed under the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. In addition, Independent Directors are required to submit annual declarations affirming their continued independence from management and free from any business or other relationships that could materially interfere with the exercise of independent judgement or their ability to act in the best interests of the Company.</p> <p>The Nomination Committee conducts an annual evaluation of the performance and independence of each Independent Director based on established assessment criteria, including the exercise of independent judgement, fit and proper considerations, contribution, and participation. Following the assessment conducted in November 2025, the Board was satisfied that all Independent Directors have continued to demonstrate objectivity and independence in their conduct, provided valuable contributions during Board and Committee deliberations, and discharged their duties with due care and diligence in the best interests of the Company.</p> |
| <b>Explanation for departure</b>                  | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

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

### 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.

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| <b>Application</b>                                                                                                                   | : | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Explanation on application of the practice</b>                                                                                    | : | <p>The Board Charter set out that the tenure of an Independent Director should not exceed a cumulative term of nine (9) years.</p> <p>Upon completion of the nine-year tenure, an Independent Director may continue to serve on the Board as a Non-Independent Director. Where the Board intends to retain an Independent Director beyond the nine-year cumulative term, the Board will provide appropriate justification and seek shareholders' approval through a two-tier voting process at the Annual General Meeting.</p> <p>As at 31 December 2025, none of the Independent Directors of the Company has served beyond the cumulative term limit of nine (9) years.</p> |
| <b>Explanation for departure</b>                                                                                                     | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Measure</b>                                                                                                                       | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Timeframe</b>                                                                                                                     | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

**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.*

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|------------------------------------------------|---|-------------|
| <b>Application</b>                             | : | Not Adopted |
| <b>Explanation on adoption of the practice</b> | : |             |

### 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.

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| <b>Application</b>                                | : | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Explanation on application of the practice</b> | : | <p>The Board recognises that diversity at both the Board and Senior Management levels is vital to achieving balanced, sustainable growth and long-term value creation for the Group. A diverse mix of perspectives, skills, experience and backgrounds enhances the quality of deliberations and supports informed decision-making, thereby strengthening the Group's competitiveness.</p> <p>Appointments of Directors and Key Senior Management are guided by objective criteria and merit, while taking into consideration various aspects of diversity, including skills, knowledge, experience, character, integrity, independence, gender, and time commitment.</p> <p>The Board, through the Nomination Committee, conducts an annual review of the Board's composition, size and skill mix to ensure continued alignment with the Group's strategic direction and business needs. The Board Diversity and Skill Matrix Report provides an overview of the Board's competencies, experience, tenure, and diversity profile, facilitating meaningful discussions on Board effectiveness and succession planning.</p> <p>In evaluating the suitability of candidates for Board appointments, the Nomination Committee is guided by the Nomination Policy and, Fit and Proper Policy. The assessment considers, among others, candidates' background, competencies, integrity, independence, existing directorships, and ability to devote sufficient time and attention to the role.</p> <p>To ensure Directors are able to discharge their responsibilities effectively, the Board has adopted a policy where each Director shall not hold more than five (5) directorships in listed corporations. Directors are required to declare all directorships held in listed and non-listed companies upon appointment and to promptly notify the Chairman or Company Secretary of any changes.</p> |

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|                                                                                                                                             | <p>For Key Senior Management appointments, the Executive Directors assess candidates based on the requisite skills, experience, attributes, and educational background needed to support the Group's operations and strategic objectives. The Board is satisfied that the current Key Senior Management team possesses the appropriate calibre and capabilities to ensure the effective management of the Group's business.</p> <p>The Nomination Committee also reviews, on an annual basis, the Group's succession planning and talent management initiatives for Senior Management to ensure continuity of leadership and long-term organisational resilience.</p> |  |
| <p><b>Explanation for departure</b></p>                                                                                                     | <p>:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |
| <p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
| <p><b>Measure</b></p>                                                                                                                       | <p>:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |
| <p><b>Timeframe</b></p>                                                                                                                     | <p>:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |

### 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.

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| <b>Application</b>                                | : | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Explanation on application of the practice</b> | : | <p>The Nomination Committee is guided by the Nomination Policy and, the Fit and Proper Policy in the nomination and assessment of new Directors before recommending their appointment to the Board.</p> <p>The Nomination Policy sets out the nomination and appointment process, together with the assessment criteria to ensure an appropriate mix of skills, experience and competencies on the Board. In evaluating potential candidates, the Nomination Committee considers, among others, character and integrity, relevant experience, competence, time commitment, and the existing diversity of the Board.</p> <p>In line with good corporate governance practices, the Nomination Committee, where appropriate, explores candidates from independent sources in addition to recommendations from existing Board members, Management and major shareholders. These independent sources may include professional search firms and industry-related organisations, with the objective of broadening the pool of suitably qualified candidates and enhancing Board diversity.</p> <p>While recognising the importance of sourcing candidates from a broad and independent talent pool, the Board is of the view that the internal recommendation of Mr. Ng Wai Luen for appointment as an Executive Director during the year is aligned with the Group's succession planning and strategic requirements. His extensive understanding of the Group's operations, proven leadership within the Group's subsidiaries, and significant contributions to the Group's strategic development support the rationale for internal succession and are considered to be in the best interests of the Group.</p> |
| <b>Explanation for departure</b>                  | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

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

## 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.

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| <b>Application</b>                                | : | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Explanation on application of the practice</b> | : | <p>The profiles of Directors standing for re-election, including their age, gender, position, experience, relationship, conflicts of interest and related party transactions, are disclosed in the Directors' Profile section of the Annual Report 2025 and the Explanatory Notes to the Notice of the 30th Annual General Meeting ("AGM").</p> <p>The performance, contribution and effectiveness of each Director standing for re-election are assessed as part of the Board's annual evaluation exercise. The assessment is based on established criteria, including fit and proper, knowledge and integrity, contribution and participation, calibre and personal attributes. For Independent Directors, the assessment also includes an evaluation of the level of independence demonstrated to ensure their continued ability to exercise objective and unbiased judgement.</p> <p>At the forthcoming 30th AGM, Datuk Hj Mohd Yusri bin MD Yusof, Mr. Teh Boon Beng and Mr. Ng Wai Luen will retire pursuant to the Company's Constitution and have offered themselves for re-election. In assessing the retiring Directors, the Nomination Committee considered, among others:</p> <ul style="list-style-type: none"><li>a) the outcomes of the self and peer performance evaluation.</li><li>b) compliance with the criteria set out in the Company's Fit and Proper Policy, which encompasses probity, personal and financial integrity, experience and competence as well as time commitment.</li><li>c) The level of independence demonstrated by the Independent Director.</li></ul> <p>The retiring Directors have declared that they meet the criteria specified in the Company's Fit and Proper Policy.</p> |

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|                                                                                                                                      | <p>Based on the annual performance evaluation and fit and proper declarations, the Board was satisfied with the assessment results and concluded that the retiring Directors continue to make significant contributions to the Board. The Board also noted that their experience, skills and industry insights remain valuable in supporting the Group's governance and strategic direction. Accordingly, the Board endorsed the Nomination Committee's recommendation for their re-election at the forthcoming 30th AGM.</p> <p>Directors who are standing for re-election and reappointment are abstained from deliberations and decisions by the Board relating to their respective re-election and re-appointment.</p> |  |
| <b>Explanation for departure</b>                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
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| <b>Timeframe</b>                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |

### 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.

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| <b>Application</b>                                                                                                                   | : | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                     |   |          |                                  |   |        |                  |   |        |
| <b>Explanation on application of the practice</b>                                                                                    | : | <p>The Nomination Committee of the Company has been chaired by an Independent Director since its establishment on 19 April 2001.</p> <p>The Nomination Committee comprises entirely of Independent Non-Executive Directors. As at 31 December 2025, the composition of the Nomination Committee is as follows:</p> <table><tr><td>Dato' Boey Chin Gan</td><td>-</td><td>Chairman</td></tr><tr><td>Datuk Hj Mohd Yusri Bin MD Yusof</td><td>-</td><td>Member</td></tr><tr><td>Ms. Er Kian Hong</td><td>-</td><td>Member</td></tr></table> <p>The Nomination Committee is responsible for overseeing matters relating to the nomination and appointment of Directors. The Committee conducts an annual review of the required mix of skills, experience and other qualities of the Board, as well as the assessment of the effectiveness of the Board as a whole, its Committees and individual Directors.</p> <p>The roles and responsibilities of the Nomination Committee are set out in its Terms of Reference which are available on the Company's website at <a href="http://www.ajiya.com">www.ajiya.com</a>.</p> | Dato' Boey Chin Gan | - | Chairman | Datuk Hj Mohd Yusri Bin MD Yusof | - | Member | Ms. Er Kian Hong | - | Member |
| Dato' Boey Chin Gan                                                                                                                  | - | Chairman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                     |   |          |                                  |   |        |                  |   |        |
| Datuk Hj Mohd Yusri Bin MD Yusof                                                                                                     | - | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                     |   |          |                                  |   |        |                  |   |        |
| Ms. Er Kian Hong                                                                                                                     | - | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                     |   |          |                                  |   |        |                  |   |        |
| <b>Explanation for departure</b>                                                                                                     | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                     |   |          |                                  |   |        |                  |   |        |
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| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                     |   |          |                                  |   |        |                  |   |        |
| <b>Measure</b>                                                                                                                       | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                     |   |          |                                  |   |        |                  |   |        |
| <b>Timeframe</b>                                                                                                                     | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                     |   |          |                                  |   |        |                  |   |        |

**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.

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| <b>Application</b>                                                                                                                   | : | Departure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
| <b>Explanation on application of the practice</b>                                                                                    | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |
| <b>Explanation for departure</b>                                                                                                     | : | <p>As of 31 December 2025, the Board comprises seven (7) Directors, including one (1) woman Director, representing 14% of the total Board composition.</p> <p>The Board recognises the importance and benefits of diversity, including gender diversity, in enhancing the views, perspectives and insights that contribute to effective Board deliberations and decision-making. The Board ensures the presence of at least one woman Director.</p> <p>While the Board is committed to promoting greater gender diversity, the selection and appointment of Directors continue to be guided primarily by merit, competency, experience and the ability of each candidate to contribute constructively to the Board's overall effectiveness.</p> <p>The Board, through the Nomination Committee, will continue to review its gender diversity profile and remains committed to promote 30% women representation on the Board, in line with the Board Diversity Policy.</p> |  |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |
| <b>Measure</b>                                                                                                                       | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |
| <b>Timeframe</b>                                                                                                                     | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |

### 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.

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| <b>Application</b>                                 | : | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Explanation on application of the practices</b> | : | <p>The Board recognises the importance of diversity at all levels of the Group, including the Board, Senior Management and the workforce. Diversity promotes broader perspectives, constructive dialogue and informed decision-making, which are essential in supporting the Group's sustainable growth and long-term development.</p> <p>To support this, the Board has in place a Diversity Policy for the Board and Senior Management. The policy outlines the Group's approach to diversity on the Board and its Senior Management for better decision making and to create competitive advantages.</p> <p>With respect to gender diversity at the Board level, the Nomination Committee ensures that Board appointment and succession planning processes are conducted in a manner that encourages the inclusion of women, with a minimum of one woman Director on the Board.</p> <p>While diversity remains an important consideration, the Board's primary objective in the appointment of new Directors is to select candidates who best meet the needs of the Board and the Group. Selection is guided by merit and the value each candidate brings, having regard to the desired skills, expertise, experience and personal attributes, without discrimination to gender, age, religion or ethnicity.</p> <p>The Group is committed to cultivating an inclusive and respectful workplace that is free from harassment and promotes fair, merit-based employment practices. Through inclusive leadership, equitable talent management and a culture that eliminates barriers to progression, the Group seeks to provide equal opportunities for growth and development to all employees.</p> <p>The Board values the merits of female representation in management for better decision making and enhances competitive advantages. The Group has set key performance indicators to drive gender diversity, with a target of achieving at least 20% female representation in Senior Management by the financial year ended 31 December 2025. As of 31 December 2025, 17% of the Senior Management positions within the Group are held by female employees.</p> |

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|                                                                                                                                      | Detailed disclosures on gender diversity at the Board and Senior Management levels are set out in the Corporate Governance Overview Statement and the Sustainability Statement of the Annual Report 2025. |  |
| <b>Explanation for departure</b>                                                                                                     | :                                                                                                                                                                                                         |  |
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| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> |                                                                                                                                                                                                           |  |
| <b>Measure</b>                                                                                                                       | :                                                                                                                                                                                                         |  |
| <b>Timeframe</b>                                                                                                                     | :                                                                                                                                                                                                         |  |

## 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.

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| <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> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Application</b>                                                                                                                                                                                             | : Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Explanation on application of the practice</b>                                                                                                                                                              | :<br><p>The Board has established a formal annual evaluation process to assess the effectiveness of the Board, Board Committees and the performance of each individual Director. The annual evaluation is conducted in accordance with the procedures set out in the Evaluation Policy.</p> <p>For the financial year 2025, the evaluation was conducted in November 2025 through an internal self and peer assessment process using structured questionnaires based on a four-point rating scale. The evaluation exercise was facilitated by the Company Secretaries. Each Director assessed the performance of the Board, its Committees and individual Directors, while the Audit Committee was evaluated by the Nomination Committee.</p> <p>The assessment criteria for the Board covered, among others, Board size and composition, administration of boardroom activities, board process, provision of information to the Board, engagement with the Management, and deliberation of sustainability and ESG matters. The evaluation of Board Committees focused on the effectiveness of Committees' practices, structures, expertise and meeting administration. For individual Directors, the assessment included criteria such as fit and proper attributes, contribution and participation, calibre and personality. These criteria are aligned with the Bursa Malaysia's Corporate Governance Guide and have been customised to meet the Group's needs.</p> <p>The Nomination Committee also conducted its annual assessment of the independence of Independent Directors. Each Independent Director declared that they remain independent of management and free from any business or other relationships that could interfere with their ability to exercise independent judgement or act in the best interests of the Company.</p> |

|                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
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|                                                                                                                                             | <p>The evaluation results were reviewed by the Nomination Committee in February 2026. The Company Secretaries presented a consolidated report summarising the findings, key observations and recommendations, including the Board Diversity and Skill Matrix.</p> <p>Based on the evaluation results, the Nomination Committee and the Board were satisfied with the overall performance and effectiveness of each individual Director, Board and Board Committees, and concluded that:</p> <ul style="list-style-type: none"> <li>a) The Board is well balanced, with an appropriate mix of skills, experience and expertise to support the Group’s strategic direction and governance oversight.</li> <li>b) The Board Committees continue to function effectively, with members contributing constructively to oversight in audit, risk, governance and compliance matters.</li> <li>c) All Directors are fit and proper and have discharged their duties effectively.</li> <li>d) The Independent Directors continue to exercise objective and independent judgement in the best interests of the Group.</li> </ul> <p>The results of the evaluation and discussions were duly minuted and documented.</p> |  |
| <p><b>Explanation for departure</b> :</p>                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
|                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
| <p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
| <p><b>Measure</b> :</p>                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
| <p><b>Timeframe</b> :</p>                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |

## Intended Outcome

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

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

### Practice 7.1

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

|                                                   |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| <b>Application</b>                                | : | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Explanation on application of the practice</b> | : | <p>The Board has in place a Remuneration Policy setting out the guiding principles for the remuneration of Directors and Key Senior Management. It is structured to align with the Group's business strategies and long-term objectives.</p> <p>The Board is assisted by the Remuneration Committee in the implementation and oversight of the Remuneration Policy.</p> <p>All Directors are entitled to directors' fees and meeting allowances. The Directors' remuneration packages are structured having regard to their responsibilities, time commitment and the performance of the Company. The payment of directors' fees and benefits is subject to shareholders' approval at the Annual General Meeting.</p> <p>The Remuneration Committee meets at least once annually or as needed. In 2025, the meeting took place in February, with full attendance by all members. During the meeting, the Committee reviewed and recommended to the Board the payment of Directors' fees and meeting allowances. The Remuneration Committee also proposed that the Directors' fees for the current financial year be paid on a monthly basis, instead of in arrears following each Annual General Meeting. The Board considered this payment structure to be reasonable and appropriate, as it reflects the Directors' ongoing fulfilment of their duties and responsibilities throughout the year.</p> <p>The remuneration of Key Senior Management is determined based on a combination of factors, including experience, skills, scope of responsibilities, individual performance, the Company's performance and market competitiveness. The Board has collectively authorised the Executive Directors to review the remuneration packages of Key Senior Management, based on prescribed key performance indicators and the Group's human resource policies and procedures.</p> |

|                                                                                                                                      |                                                                                                          |  |
|--------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|--|
|                                                                                                                                      | The Remuneration Policy is available for reference at <a href="http://www.ajiya.com">www.ajiya.com</a> . |  |
| <b>Explanation for departure</b>                                                                                                     | :                                                                                                        |  |
|                                                                                                                                      |                                                                                                          |  |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> |                                                                                                          |  |
| <b>Measure</b>                                                                                                                       | :                                                                                                        |  |
| <b>Timeframe</b>                                                                                                                     | :                                                                                                        |  |

### 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.

|                                                                                                                                             |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <b>Application</b>                                                                                                                          | : | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Explanation on application of the practice</b>                                                                                           | : | <p>The Board has established a Remuneration Committee to assist in implementing the Company's Remuneration Policy for Directors and Key Senior Management, and to ensure that the remuneration framework remains competitive and aligned with the Group's business strategies and long-term objectives.</p> <p>The Remuneration Committee comprises entirely of Independent Non-Executive Directors. As at 31 December 2025, the composition of the Remuneration Committee is as follows:</p> <p>Mr. Teh Boon Beng - Chairman<br/>         Datuk Hj Mohd Yusri Bin MD Yusof - Member<br/>         Dato' Boey Chin Gan - Member</p> <p>The roles and responsibilities of the Remuneration Committee are set out in its Terms of Reference. The Terms of Reference will be reviewed by the Remuneration Committee as and when necessary.</p> <p>The Board is satisfied that, during the financial year under review, the Remuneration Committee has effectively discharged its duties in accordance with its Terms of Reference and has provided appropriate oversight on remuneration matters.</p> <p>The Terms of Reference are available for reference on the Company website at <a href="http://www.ajiya.com">www.ajiya.com</a>.</p> |
| <b>Explanation for departure</b>                                                                                                            | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p> |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

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| <b>Measure</b>   | : |  |  |
| <b>Timeframe</b> | : |  |  |

**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.

|                                                   |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Application</b>                                | : | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Explanation on application of the practice</b> | : | <p>The remuneration received and receivable by each Director for the financial year ended 31 December 2025 is set out in the table below.</p> <p>The payment of Directors' fees and benefits are subject to shareholders' approval at the forthcoming 30th Annual General Meeting.</p> <p>A detailed breakdown of the Directors' remuneration, including the Executive Directors, is disclosed in the Corporate Governance Overview Statement of the Company's Annual Report 2025.</p> |

| 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  | Datuk Seri Chiau Beng Teik, JP            | Executive Director                     | 42,000         | 5,000     | 0      | 0     | 0                | 0                | 47,000 | 42,000       | 5,000     | 0      | 0       | 0                | 0                | 47,000  |
| 2  | Datuk Wira. Chiau Haw Choon               | Executive Director                     | 42,000         | 6,000     | 0      | 0     | 0                | 0                | 48,000 | 42,000       | 6,000     | 0      | 0       | 0                | 0                | 48,000  |
| 3  | Mr. Yeo Ann Seck (resigned on 29-05-2025) | Non-Executive Non-Independent Director | 17,500         | 3,000     | 0      | 0     | 0                | 0                | 20,500 | 17,500       | 3,000     | 0      | 0       | 0                | 0                | 20,500  |
| 4  | Mr. Ng Wai Luen (appointed on 01-07-2025) | Executive Director                     | 21,000         | 2,000     | 0      | 0     | 0                | 0                | 23,000 | 21,000       | 2,000     | 0      | 574,062 | 0                | 74,629           | 671,691 |
| 5  | Ms. Er Kian Hong                          | Independent Director                   | 42,000         | 10,000    | 0      | 0     | 0                | 0                | 52,000 | 42,000       | 10,000    | 0      | 0       | 0                | 0                | 52,000  |
| 6  | Mr. Teh Boon Beng                         | Independent Director                   | 42,000         | 7,000     | 0      | 0     | 0                | 0                | 49,000 | 42,000       | 7,000     | 0      | 0       | 0                | 0                | 49,000  |
| 7  | Datuk Haji Mohd Yusri bin MD Yusof        | Independent Director                   | 42,000         | 11,000    | 0      | 0     | 0                | 0                | 53,000 | 42,000       | 11,000    | 0      | 0       | 0                | 0                | 53,000  |
| 8  | Dato' Boey Chin Gan                       | Independent Director                   | 42,000         | 11,000    | 0      | 0     | 0                | 0                | 53,000 | 42,000       | 11,000    | 0      | 0       | 0                | 0                | 53,000  |

### Intended Outcome

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

### Practice 8.2

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.

|                                                   |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Application</b>                                | : | Departure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Explanation on application of the practice</b> | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Explanation for departure</b>                  | : | <p>Key Senior Management plays a pivotal role in executing the Group's strategic plans and ensuring the effective conduct of its business operations.</p> <p>Given the highly competitive environment in which the Group operates, the Board is of the view that disclosure of Key Senior Management's remuneration on a named basis is not in the best interests of the Group. Such disclosure may expose the Group to talent retention and recruitment risks, as well as confidentiality and sensitivity concerns. In this regard, it is the Group's established policy and practice to maintain confidentiality over employees' remuneration.</p> <p>The Board believes that the non-disclosure of individual remuneration details of Key Senior Management does not prejudice the interests of shareholders.</p> |
|                                                   |   | <p>For the financial year ended 31 December 2025, the total remuneration of the top five (5) Senior Management personnel who are not members of the Board amounted to RM1.695 million, representing approximately 4.7% of the Group's total employees' remuneration.</p> <p>The remuneration of Senior Management is governed by the Group's Remuneration Policy and Human Resource policies, which provide a structured framework for remuneration administration. The Group's People &amp; Culture Department continues to benchmark remuneration packages against relevant industry practices to ensure they remain competitive and are aligned with individual performance and the Group's overall performance.</p>                                                                                              |

*Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.*

|                    |  |  |
|--------------------|--|--|
| <b>Measure</b> :   |  |  |
| <b>Timeframe</b> : |  |  |

| 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.

|                                                |   |             |
|------------------------------------------------|---|-------------|
| <b>Application</b>                             | : | Not Adopted |
| <b>Explanation on adoption of the practice</b> | : |             |

| No | Name            | Position        | Company ('000)  |                 |                 |                 |                  |                 |
|----|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|-----------------|
|    |                 |                 | Salary          | Allowance       | Bonus           | Benefits        | Other emoluments | Total           |
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| 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.

|                                                                                                                                      |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Application</b>                                                                                                                   | : | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Explanation on application of the practice</b>                                                                                    | : | <p>The Audit Committee comprises entirely of Independent Non-Executive Directors. The composition ensures that the objectivity and independence of the Audit Committee are maintained.</p> <p>The Audit Committee is chaired by Ms. Er Kian Hong, an Independent Non-Executive Director, who is not the Chairman of the Board. She has been appointed as Chairman of the Audit Committee since 2022.</p> <p>Ms. Er Kian Hong holds a Bachelor's Degree in Accounting and Finance from the University of Technology, Sydney, and is a member of Certified Practising Accountant Australia (CPA Australia). Her professional qualifications and relevant experience contribute significantly to the Audit Committee's effective oversight of the Group's financial reporting, internal controls and governance matters.</p> <p>In line with Practice 1.4 of the Malaysian Code on Corporate Governance, the Chairman of the Board is not a member of the Audit Committee. Further, none of the former Chairmen of the Board has served on the Audit Committee. This clear separation of roles reinforces the independence of the Audit Committee and supports effective oversight.</p> |
| <b>Explanation for departure</b>                                                                                                     | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Measure</b>                                                                                                                       | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Timeframe</b>                                                                                                                     | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

### 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.

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|--------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Application</b>                                                                                                                   | : | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Explanation on application of the practice</b>                                                                                    | : | <p>The Company's External Auditors Policy sets out that a former audit partner is required to observe a cooling-off period of at least three years before being eligible for appointment as a member of the Audit Committee. This requirement is intended to safeguard the objectivity and independence of the External Auditors.</p> <p>Compliance with this policy reinforces the integrity of the External Auditor's independence and strengthens the Company's overall governance framework.</p> <p>As at 31 December 2025, none of the Board members is a former audit partners. Accordingly, no such individual has been appointed to the Audit Committee. The Board is of the view that this practice continues to effectively safeguard the independence of the External Auditors and uphold the integrity of the Company's governance framework.</p> |
| <b>Explanation for departure</b>                                                                                                     | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Measure</b>                                                                                                                       | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Timeframe</b>                                                                                                                     | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

### 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.

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|---------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Application</b>                                | : | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Explanation on application of the practice</b> | : | <p>The Board, through the Audit Committee, maintains a formal and transparent relationship with the External Auditor. In line with its Terms of Reference, the Audit Committee is responsible for annually assessing the suitability, objectivity, and independence of the External Auditor.</p> <p>This assessment is carried out in accordance with the Company's External Auditors Policy, which outlines the principles and procedures for the appointment, selection criteria, provision of non-audit services, and performance evaluation of the External Auditor.</p> <p>In November 2025, Messrs UHY Malaysia PLT ("UHY"), the External Auditors of the Company, presented its Audit Planning Memorandum for the financial year 2025 to the Audit Committee. The Memorandum outlined, among others, the audit engagement team, audit phases, Group audit scope, significant risks and areas of audit focus, internal control plans, and reporting timelines. During the presentation, UHY provided written confirmation of its independence from the Group.</p> <p>In assessing the External Auditor's independence, the Audit Committee considered the nature and extent of non-audit services rendered during the financial year. The Audit Committee was satisfied that these services did not compromise the External Auditor's objectivity or independence in the conduct of the statutory audit. Details of audit and non-audit fees paid to the External Auditor for the financial year ended 31 December 2025 are disclosed in the Additional Disclosure Statements of the Annual Report 2025.</p> <p>During the financial year, the Audit Committee held two (2) meetings with the External Auditor without the presence of Management. No significant issues requiring further attention were raised during these sessions.</p> |

|                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|                                                                                                                                             | <p>In November 2025, the Audit Committee conducted its annual performance assessment of the External Auditor. The assessment was undertaken by the Audit Committee members, together with the Financial Controller and the Key Senior Management, who is the Chief Financial Officer from the holding company, Chin Hin Group Berhad - Building Material Business Group, based on criteria including, among others, the calibre, quality of audit process, sufficiency of resources, independence and objectivity, audit scope and planning, audit fees and communication.</p> <p>Based on the outcome of the assessment, the Audit Committee was satisfied with the External Auditor's overall performance, competency and independence. Accordingly, the Audit Committee recommended to the Board the re-appointment of UHY as the External Auditor of the Company for shareholders' approval at the forthcoming Annual General Meeting.</p> |  |
| <b>Explanation for departure</b>                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
| <p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
| <b>Measure</b>                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
| <b>Timeframe</b>                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |

### 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.

|                                                |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                  |   |          |                                  |   |        |                     |   |        |
|------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---|----------|----------------------------------|---|--------|---------------------|---|--------|
| <b>Application</b>                             | : | Adopted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                  |   |          |                                  |   |        |                     |   |        |
| <b>Explanation on adoption of the practice</b> | : | <p>The Audit Committee of the Board comprises entirely Independent Non-Executive Directors.</p> <p>This composition ensures that the objectivity and independence of the Audit Committee are maintained. It also provides a greater checks and balances during deliberations and decision making processes.</p> <p>As at 31 December 2025, the composition of the Audit Committee is as follows:</p> <table><tr><td>Ms. Er Kian Hong</td><td>-</td><td>Chairman</td></tr><tr><td>Datuk Hj Mohd Yusri Bin MD Yusof</td><td>-</td><td>Member</td></tr><tr><td>Dato' Boey Chin Gan</td><td>-</td><td>Member</td></tr></table> <p>The structure of the Audit Committee reflects the Company's commitment to upholding high standards of corporate governance and maintaining independent and effective oversight over the Group's financial reporting, internal control and risk management processes.</p> | Ms. Er Kian Hong | - | Chairman | Datuk Hj Mohd Yusri Bin MD Yusof | - | Member | Dato' Boey Chin Gan | - | Member |
| Ms. Er Kian Hong                               | - | Chairman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                  |   |          |                                  |   |        |                     |   |        |
| Datuk Hj Mohd Yusri Bin MD Yusof               | - | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                  |   |          |                                  |   |        |                     |   |        |
| Dato' Boey Chin Gan                            | - | 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.

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| <b>Application</b>                                | : | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Explanation on application of the practice</b> | : | <p>The Audit Committee comprises members with a diverse mix of qualifications, expertise and experience in accounting and finance, risk management and internal control, corporate governance and business management, enabling the Committee to discharge its responsibilities effectively.</p> <p>The Audit Committee is chaired by Ms. Er Kian Hong, an Independent Non-Executive Director and a member of Certified Practising Accountant Australia (CPA Australia). She has over 20 years of experience in audit and financial management, corporate advisory services for fundraising, restructuring, and mergers and acquisitions. Her professional background provides strong leadership and valuable insights to the Audit Committee.</p> <p>All members of the Audit Committee possess the requisite knowledge, skills and experience, and are financially literate. This enables them to effectively understand, analyse and objectively review matters within the Audit Committee's purview, including the financial reporting process, internal controls and audit-related issues.</p> <p>Recognising the importance of staying updated, the Audit Committee members continuously participate in relevant training programs to enhance their knowledge and skills. During the financial year, the members attended training programmes covering areas such as finance, taxation, sustainability, corporate governance and economic outlook. Details of the training programmes attended are disclosed in the Corporate Governance Overview Statement of the Company's Annual Report 2025.</p> <p>The Company Secretaries provide regular updates to the Audit Committee members on the latest developments in corporate governance practices and relevant regulatory requirements.</p> |

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|                                                                                                                                             | <p>Additionally, the External Auditors provide in their report to the Audit Committee, the latest developments in accounting standards and interpretations.</p> <p>The performance of the Audit Committee is assessed annually by the Board through the Nomination Committee. Based on the assessment conducted in November 2025, the Board was satisfied with the Audit Committee’s overall effectiveness and the members’ contributions in discharging their duties and responsibilities.</p> <p>The profile of the Audit Committee members and a detailed report on the Audit Committee’s activities are set out in the Annual Report 2025.</p> |  |
| <p><b>Explanation for departure</b></p>                                                                                                     | <p>:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |
| <p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
| <p><b>Measure</b></p>                                                                                                                       | <p>:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |
| <p><b>Timeframe</b></p>                                                                                                                     | <p>:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |

### Intended Outcome

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

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

### Practice 10.1

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

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| <b>Application</b>                                | : | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Explanation on application of the practice</b> | : | <p>The Board recognises that an effective risk management and internal control system is essential for achieving the Group's strategic objectives and safeguarding long-term shareholders value. Accordingly, the Board assumes overall responsibility for establishing and maintaining a comprehensive framework that identifies, assesses and manages key risks relevant to the Group's operations, within an acceptable risk appetite. The system is intended to protect the Group's assets and shareholders' interests. The Board ensures that risk management practices are appropriately embedded across the Group's operations and processes.</p> <p>Recognising the evolving risk landscape and the inherent limitations of any risk management and internal control system, the Group's system is designed to manage, rather than eliminate, the risks of failure to achieve the Group's business objectives. Accordingly, it provides reasonable, but not absolute assurance against material misstatements or losses.</p> <p>Oversight of the Group's risk management and internal control environment is delegated by the Board to the Risk Management Committee and the Audit Committee, each operating within clearly defined responsibilities.</p> <p>The Risk Management Committee has adopted a formal Risk Management Framework to guide the management of risks across the Group. The framework is aligned with ISO 31000:2018 <i>Risk Management – Guidelines</i> and sets out the Group's approach to risk management philosophy, risk appetite, risk governance structure and risk management processes. It provides a systematic approach for identifying, evaluating, monitoring and reporting significant risks arising from the Group's business activities.</p> <p>To remain responsive to regulatory developments and emerging risk considerations, the Risk Management Framework and the Terms of Reference of the Risk Management Committee were reviewed and updated in November 2025. The revisions further strengthen the Committee's oversight role in assessing the effectiveness of risk</p> |

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|                                                                                                                                             | <p>treatment and mitigation action plans, including those related to sustainability, cyber threats, and climate-related risks.</p> <p>The Group’s risk governance structure operates as follows:</p> <p>a. The Risk Management Committee reviews and ensures the adequacy of the Group’s risk management framework, policies and processes, and provides oversight of the Group’s overall risk profile.</p> <p>The Risk Management Committee is supported by the Risk Management Steering Committee (“RMSC”), an operational management committee responsible for embedding and implementing the risk management system and governance framework across the Group.</p> <p>The RMSC works together with operational department heads to identify, evaluate and manage the significant risks affecting the Group’s businesses and operations.</p> <p>b. The Audit Committee, supported by the internal auditors, oversees the adequacy and effectiveness of the Group’s internal audit function.</p> <p>The internal audit function operates in accordance with a clearly defined audit plan, which is reviewed and approved by the Audit Committee.</p> <p>The internal auditors perform independent audits to identify, evaluate, monitor and manage significant risks affecting the business of the Group and ensure that adequate and effective internal controls are in place to mitigate these risks.</p> <p>A review of the state of risk management and internal controls within the Group during the financial year is set out in the Statement on Risk Management and Internal Control of the Annual Report 2025.</p> |
| <p><b>Explanation for departure</b></p>                                                                                                     | <p>:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>Measure</b></p>                                                                                                                       | <p>:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p><b>Timeframe</b></p>                                                                                                                     | <p>:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

### Intended Outcome

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

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

### Practice 10.2

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

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| <b>Application</b>                                | : | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Explanation on application of the practice</b> | : | <p>The Group has established a structured risk management process for identifying, evaluating and managing significant risks that may impact the achievement of its business objectives. Risk management is embedded into the Group's management system, ensuring an effective approach to risk mitigation across all levels of operations</p> <p>The Board, through the Risk Management Committee ("RMC"), provides oversight of the Group's risk management framework. This includes reviewing and monitoring the adequacy of risk management principles, policies, frameworks and procedures to ensure they remain aligned with the Group's strategic direction and risk appetite.</p> <p>The Risk Management Committee reviews the Risk Management Report which outlines key risk areas, control measures and action plans. The risk assessment process focuses on identifying inherent risk, assessing the effectiveness of internal control and monitoring residual risk. The Risk Management Committee reviewed the likelihood and risk impact of those key risks, the risk rating, control effectiveness and the residual risks, and ensured appropriate mitigation measures are in place.</p> <p>The Risk Management Committee, Audit Committee, Risk Management Steering Committee and Internal Audit function play a crucial role in ensuring the adequacy and effectiveness of the Group's risk management and internal control system.</p> <p>For the financial year under review, the Board received assurance from the Executive Director and the Key Senior Management, who is the Chief Financial Officer from the holding company, Chin Hin Group Berhad - Building Material Business Group that the Group's risk management and internal control system is operating adequately and effectively.</p> <p>The Statement on Risk Management and Internal Control in the Annual Report 2025 provides an overview of the state of internal control and risk management within the Group. This Statement was reviewed by the Company's External Auditor.</p> |

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

### 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.

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|------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Application</b>                             | : | Adopted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Explanation on adoption of the practice</b> | : | <p>The Board is supported by the Risk Management Committee in overseeing the Group's risk management framework and processes, including the identification, assessment, monitoring and management of key risks across the Group.</p> <p>As at 31 December 2025, the Risk Management Committee comprises entirely of Independent Non-Executive Directors, as follows:</p> <p>Datuk Hj Mohd Yusri Bin MD Yusof - Chairperson<br/>Dato' Boey Chin Gan - Member<br/>Mr. Teh Boon Beng - Member</p> <p>Datuk Hj Mohd Yusri Bin MD Yusof has been appointed as Chairman of the Risk Management Committee since 2022.</p> <p>The roles and responsibilities of the Risk Management Committee are guided by its Terms of Reference, which are available on the Company's website at <a href="http://www.ajiya.com">www.ajiya.com</a>.</p> |

## Intended Outcome

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

### Practice 11.1

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

|                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| <b>Application</b>                                | : Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Explanation on application of the practice</b> | <p>The internal audit function forms an integral part of the Group's assurance framework, providing independent and objective assurance on the adequacy and effectiveness of the Group's risk management, internal control systems, compliance with established policies and procedures, and governance processes.</p> <p>During the financial year, the Audit Committee reviewed and subsequently recommended the outsourcing of the internal audit function from the existing in-house arrangement to an external professional firm, Eco Asia Governance Advisory Sdn Bhd. Following due consideration of the Group's resources and the need to further enhance independence and objectivity, the Board approved the appointment of the outsourced Internal Auditors.</p> <p>The Internal Auditors report directly to the Audit Committee and function independently of Management. They are free from any relationships or circumstances that could compromise their objectivity or independence in carrying out their responsibilities.</p> <p>The internal audit function evaluates the effectiveness of the Group's internal control system and conducts its work in accordance with the International Professional Practices Framework issued by the Institute of Internal Auditors.</p> <p>During the financial year 2025, the Audit Committee undertook, among others, the following activities in relation to the internal audit function:</p> <ul style="list-style-type: none"><li>• Reviewed and approved the annual risk-based internal audit plan and audit scope;</li><li>• Reviewed the quarterly internal audit reports, including audit findings, recommendations and Management's responses</li><li>• Assess the performance and effectiveness of the internal audit function.</li></ul> <p>The Internal Auditors conducted periodic audits across various operating units of the Group based on the approved risk-based Internal Audit Plan. The audit reports, covering audit scope, observations, findings, recommendations and corrective action plans, were presented to the Audit Committee on a quarterly basis.</p> |

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|                                                                                                                                             | <p>Management is responsible for ensuring that agreed corrective actions are implemented within the stipulated timelines.</p> <p>In November 2025, the Audit Committee conducted its annual assessment of the independence, effectiveness, competency and adequacy of resources of the internal audit function. The Audit Committee was satisfied that the Internal Auditors had discharged their responsibilities effectively and that the independence of the Internal Auditors had been maintained.</p> <p>Based on the internal audit reviews conducted during the year, the Board is of the view that there were no material weaknesses or significant breakdowns in the Group's internal control systems that could result in material losses for the financial year ended 31 December 2025.</p> |  |
| <b>Explanation for departure</b>                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
| <p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
| <b>Measure</b>                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
| <b>Timeframe</b>                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |

## 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.

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| <b>Application</b>                                | : | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Explanation on application of the practice</b> | : | <p>The Group’s internal audit function is outsourced to an external professional consulting firm, Eco Asia Governance Advisory Sdn Bhd (“EAGA”).</p> <p>The EAGA’s internal audit team comprises eleven (11) experienced internal auditors who operate independently and are free from any relationships or conflicts of interest that could impair their objectivity and independence in the performance of their duties.</p> <p>The internal audit function is led by Ms. Janeeta Salim, who has more than 15 years of relevant experience in internal audit, corporate governance, risk management and compliance. She holds a Bachelor’s Degree in Accounting and is an Associate Member of the Institute of Internal Auditors Malaysia (IIAM). All members of the internal audit team possess relevant tertiary qualifications, further enhancing the competency and professionalism of the internal audit function.</p> <p>The outsourced Internal Auditors report directly to the Audit Committee and perform their work as an independent assurance function. This reporting structure ensures the independence and objectivity of the internal audit function and facilitates appropriate consideration and follow-up of audit findings, recommendations and corrective actions. The Internal Auditors has the authority to access to all records, documents, properties and personnel of the Group necessary for the effective discharge of their responsibilities.</p> <p>The internal audit function is conducted in accordance with the International Professional Practices Framework issued by the Institute of Internal Auditors. The internal audit team adopts a risk-based approach in its audit planning and execution.</p> <p>In November 2025, the Audit Committee conducted its annual evaluation of the internal audit function. Following the evaluation, the Audit Committee was satisfied with the scope of work, competency, experience and overall performance of the Internal Audit team.</p> |

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

### 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.

|                                                   |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| <b>Application</b>                                | : | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Explanation on application of the practice</b> | : | <p>The Board values the importance of maintaining timely and equitable communication with shareholders and other stakeholders. Effective engagement enables stakeholders to make informed assessments of the Group's financial performance, operational progress and sustainability initiatives. The Board ensures that material information is disseminated promptly and consistently to all stakeholders.</p> <p>The Group's corporate website serves as the primary platform for stakeholders to access information relating to the Group. The website features a dedicated Investor Relations section, which provides access to quarterly financial results, audited financial statements, Annual Reports, Circulars to Shareholders and announcements released via Bursa LINK. In addition, the Governance &amp; Sustainability section contains the Board Charter, Code of Ethics and Conduct, Board policies, Sustainability information and minutes of General Meetings. Stakeholders may also submit enquiries or feedback through the "Contact Us" section on the website.</p> <p>The Group has initiated an integrated investor relations and public relations programme to communicate effectively with the investment community, ensuring consistent, strategic and timely dissemination of the Group's financial and operational developments.</p> <p>General Meetings remain the principal forum for direct engagement with shareholders. At the Company's 29th Annual General Meeting, questions submitted in advance by the Minority Shareholders Watch Group were addressed, and a dedicated question-and-answer session was conducted to enable shareholders to seek clarification on the Group's performance, operations and governance matters. Poll voting was conducted for all resolutions, with results announced on the same day via Bursa LINK. The minutes of the meeting were subsequently made available on the Company's website within thirty (30) business days.</p> |

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|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                             | <p>The Annual Report is a key communication document that provides stakeholders with a comprehensive overview of the Group’s business activities, financial performance, corporate governance practices and sustainability initiatives. The Sustainability Statement in the Annual Report further outlines how economic, environmental, social and governance considerations are integrated into the Group’s business strategy and day-to-day operations, reflecting the Group’s commitment to long-term value creation.</p> <p>The Group actively engages with stakeholders through organised factory visits involving professionals, government agencies and educational institutions. These visits provide stakeholders the exposures to the Group’s operations and business processes.</p> <p>In addition, the Group engages with the broader community through roadshows and digital platforms, including social media, to share information and strengthen stakeholder relationships. Collaboration with non-governmental organisations, foundations and industry associations further enables the Group to contribute to community development and industry advancement.</p> <p>Employee engagement remains a key priority for the Group. Engagement initiatives include regular meetings, surveys, suggestion boxes, festive celebrations, gatherings, leadership day, townhall sessions and wellbeing programmes. Townhall sessions provide a platform for Key Senior Management to share updates on the Group’s performance and business outlook, while allowing employees to raise questions and provide feedback.</p> <p>During the financial year, the Group implemented various people development and wellbeing initiatives aimed at supporting employees’ professional growth and promoting a healthy and balanced work environment.</p> <p>While the Company strives to ensure timely and meaningful communication with stakeholders, the Board remains mindful of its obligations under the applicable regulatory framework governing the disclosure of material and price-sensitive information. The Group has in place a Corporate Disclosure Policy, which governs communications with the public and ensures compliance with the requirements of Bursa Securities and other relevant regulatory authorities.</p> |
| <p><b>Explanation for departure</b></p>                                                                                                     | <p>:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

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| <b>Measure</b>   | : |  |  |
| <b>Timeframe</b> | : |  |  |

**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.

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

### 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.

|                                                                                                                                      |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Application</b>                                                                                                                   | : | Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Explanation on application of the practice</b>                                                                                    | : | <p>The Company's 29th Annual General Meeting ("AGM") was held on 27 May 2025. The Notice of AGM was issued on 28 April 2025, providing shareholders with more than twenty-eight (28) days' notice, which exceeds the minimum twenty-one (21) days' notice requirement stipulated under the Companies Act 2016 and the Main Market Listing Requirements of Bursa Securities.</p> <p>The extended notice period allows shareholders adequate time to review the Annual Report, consider the proposed resolutions and make the necessary arrangements to participate in the AGM.</p> <p>The Notice of AGM was published in a nationally circulated newspaper, made available on the Company's website, and released through Bursa LINK, ensuring broad and timely access to information for all shareholders.</p> <p>Detailed explanations and the Board's recommendations in respect of each proposed resolution were set out in the Notice of AGM. This enables shareholders to make informed decisions when exercising their voting rights at the AGM.</p> |
| <b>Explanation for departure</b>                                                                                                     | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Measure</b>                                                                                                                       | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Timeframe</b>                                                                                                                     | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

### 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.

|                                                                                                                                      |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Application</b>                                                                                                                   | : | Departure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Explanation on application of the practice</b>                                                                                    | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Explanation for departure</b>                                                                                                     | : | <p>The Company's 29th Annual General Meeting ("AGM") and Extraordinary General Meeting ("EGM") held during the financial year were conducted physically at an accessible venue for shareholders.</p> <p>All Directors attended the AGM, save for Mr. Yeo Ann Seck, who subsequently resigned on 29 May 2025, was unable to be present due to unforeseen obligations.</p> <p>The EGM held on 9 October 2025 was attended physically by all Directors, with Datuk Wira Chiau Haw Choon, the Executive Director, participating remotely via video conferencing due to unforeseen circumstances. His remote participation did not affect the proper conduct of the meeting, which remained a fully physical meeting for shareholders.</p> <p>The Key Senior Management, Financial Controller and Company Secretaries, were present at the meetings to respond to shareholders' queries. In addition, the External Auditors attended the AGM, while the Company's Advisors were present at the EGM to provide the necessary clarifications on matters tabled.</p> <p>The Board acknowledges that general meetings are a key platform for engagement and communication with shareholders. The Board remains mindful of each Director's individual responsibility in fulfilling their duties and will continue to strive to ensure the attendance of all Directors at general meetings, save for unforeseen circumstances.</p> |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Measure</b>                                                                                                                       | : | Please explain the measure(s) the company has taken or intend to take to adopt the practice.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Timeframe</b>                                                                                                                     | : | Choose an item.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

### 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.

|                                                                                                                                      |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
|--------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <b>Application</b>                                                                                                                   | : | Departure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |
| <b>Explanation on application of the practice</b>                                                                                    | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
| <b>Explanation for departure</b>                                                                                                     | : | The Company departed from this Practice during the financial year ended 31 December 2025 as both the Annual General Meeting held in May 2025 and the Extraordinary General Meeting held in October 2025 were conducted physically, at an accessible venue for shareholders.                                                                                                                                                                                                                                                                                                                                            |  |
|                                                                                                                                      |   | The Board considered that physical meetings provided an effective platform for direct engagement and meaningful interaction between shareholders, the Board and Management. Shareholders were given adequate notice of the meetings, clear explanatory notes on the proposed resolutions, and the opportunity to appoint proxies to attend and vote on their behalf.<br><br>Notwithstanding, the Company adopted electronic poll voting for all resolutions to ensure accuracy, transparency and fairness in the voting process. The poll results were announced on the same day of the meetings via Bursa Securities. |  |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
| <b>Measure</b>                                                                                                                       | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
| <b>Timeframe</b>                                                                                                                     | : |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |

### 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> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Application</b>                                                                                                                                                                                                                                                     | : Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Explanation on application of the practice</b>                                                                                                                                                                                                                      | :<br><p>The Directors attended the Company's virtual 29th Annual General Meeting ("AGM") and Extraordinary General Meeting ("EGM") in 2025 to engage directly with shareholders. The External Auditors, Company Secretaries, Financial Controller and Advisors were also present at the respective meetings to respond to shareholders' questions and provide necessary clarifications.</p> <p>At the commencement of each meeting, the Chairman informed shareholders of their rights to raise questions and to vote on the resolutions as set out in the Notices of Meetings. Shareholders were provided adequate opportunity to participate through a dedicated question-and-answer session.</p> <p>During the 29th AGM, the Chairman of the meeting presented the Company's responses to questions raised by the Minority Shareholders Watch Group on operational, financial and corporate governance matters. The questions and responses were made visible to all participants attending the meeting.</p> <p>All resolutions were voted on by poll. The poll results, verified by an independent scrutineer, were announced by the Chairman, displayed to shareholders during the meeting and released via Bursa LINK on the same day following the conclusion of the meetings.</p> <p>The minutes of the general meetings, including key matters discussed and responses to shareholders' questions, are made available on the Company's website.</p> |
| <b>Explanation for departure</b>                                                                                                                                                                                                                                       | :<br><br>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

*Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.*

|                    |  |  |
|--------------------|--|--|
| <b>Measure</b> :   |  |  |
| <b>Timeframe</b> : |  |  |

### 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> |   |                                                                                      |
| <b>Application</b>                                                                                                                                                                                                                                                                                                                                                       | : | Not applicable – only physical general meetings were conducted in the financial year |
| <b>Explanation on application of the practice</b>                                                                                                                                                                                                                                                                                                                        | : |                                                                                      |
| <b>Explanation for departure</b>                                                                                                                                                                                                                                                                                                                                         | : |                                                                                      |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>                                                                                                                                                                                                                                     |   |                                                                                      |
| <b>Measure</b>                                                                                                                                                                                                                                                                                                                                                           | : |                                                                                      |
| <b>Timeframe</b>                                                                                                                                                                                                                                                                                                                                                         | : |                                                                                      |

**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>         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Application</b>                                                                                                                   | : Applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Explanation on application of the practice</b>                                                                                    | : The minutes of the Company’s 29th Annual General Meeting (“AGM”) held on 27 May 2025, together with the Company’s responses to questions submitted by the Minority Shareholders Watch Group (“MSWG”), were published on the Company’s website on 1 July 2025, within 30 business days from the date of the AGM.<br><br>Similarly, the minutes of the Extraordinary General Meeting (“EGM”) held on 9 October 2025 were published on 16 October 2025, within 30 business days from the date of the EGM. |
| <b>Explanation for departure</b>                                                                                                     | :                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Measure</b>                                                                                                                       | :                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Timeframe</b>                                                                                                                     | :                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

**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.*

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