CORPORATE GOVERNANCE REPORT

STOCK CODE	**:**	9016
COMPANY NAME	**:**	EKSONS CORPORATION BERHAD
FINANCIAL YEAR	**:**	March 31, 2026

OUTLINE:

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

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

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	:	Applied
Explanation on application of the practice	:	The Board of Directors of Eksons ("**Board**") is responsible for the proper stewardship of the Eksons Group of Companies ("**Group**") to provide reasonable assurance for the success of the Group on sustainable manner. The Board is tasked with realisation of long-term and sustainable shareholders' value and safeguarding the interests of stakeholders through the discharge of the following duties and responsibilities:- (a) reviewing and adopting strategic plans for the Group that enhances long-term value; (b) overseeing the conduct of the Group's businesses to evaluate whether the businesses are being properly managed; (c) reviewing principal risks and ensuring the implementation of appropriate systems of internal control to manage risks and adoption of relevant mitigation measures; (d) reviewing the adequacy and integrity of the Group's internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines; (e) reviewing and approving succession planning, including appointing, training, compensating and where appropriate replacing key principal officers; (f) ensuring management develop and implement investor's relations programme and shareholder's communication policy for the Group; and (g) reviewing the adequacy and competency of the Company's Finance Function.

In order to ensure orderly and effective discharge of the above functions and responsibilities of the Board, the Board has established a Board Charter for the Company. The Board Charter would be periodically reviewed and updated in accordance with the needs of the Company and any new regulations that may have an impact on the discharge of the Board's responsibilities. The Board Charter is available on the Company's website at www.eksons.com.my.

During the year under review, five (5) meetings of the Board were held, and all Directors have complied with the requirements in respect of Board Meeting attendances as provided in the Main Market Listing Requirement ("**Main LR**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**").

The details of Directors' attendances at meetings during the financial year ended 31 March 2026 ("**FYE 2026**") are set out below:-

Name of Directors	**Number of Meetings Attended/Number of Meetings held during the current financial year**
Tan Sri Datuk Amar (Dr) Haji Abdul Aziz Bin Dato' Haji Husain	4/5
Tay Hua Sin	5/5
Dato' Philip Chan Hon Keong	5/5
Nik A. Majid Bin Mohd. Kamil	5/5
Hew Mei Ying	5/5
Sui Uh Hing	5/5

Explanation for departure	:	

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

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 1.2

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

Application	:	Applied	
Explanation on application of the practice	:	Tan Sri Datuk Amar (Dr) Haji Abdul Aziz Bin Dato' Haji Husain is the Non-Independent Non-Executive Chairman of the Board who is able to provide strong leadership, leading the Board objectively and instilling good corporate governance practices. The Chairman is primarily responsible for running the Board and leading discussions thus enhancing effectiveness at the Board level.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 1.3
The positions of Chairman and CEO are held by different individuals.

Application	:	Applied
Explanation on application of the practice	:	The positions of Chairman of the Board and the Group Managing Director are held by two (2) different individuals, each with clearly defined scope of duties and responsibilities. Tan Sri Datuk Amar (Dr) Haji Abdul Aziz Bin Dato' Haji Husain is the Non-Independent Non-Executive Chairman of the Company while Dato' Philip Chan Hon Keong is the Group Managing Director. The distinct and separate roles of the Chairman and Group Managing Director promote accountability and facilitate the division of responsibilities between them. The Non-Independent and Non-Executive Chairman leads the Board in the oversight of management whereas the Group Managing Director focuses on the day-to-day operations and management of the Group. The Group Managing Director, with the assistance and support from Key Senior Management, is responsible for the day-to-day management of the Company and the Group, implementing the Board's policies and decisions to achieve the short-term and long-term objectives as well as coordinating the development and implementation of business and corporate strategies.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.4

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

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'.			
Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	Presently, Tan Sri Datuk Amar (Dr) Haji Abdul Aziz Bin Dato' Haji Husain, who is the Non-Independent Non-Executive Chairman of the Company is also the Chairman of Remuneration Committee ("**RC**") and a member of the Nomination Committee ("**NC**") and Audit Committee ("**AC**") of the Company.	
		The Board acknowledged the Company has departed from the Practice 1.4 of the Malaysian Code of Corporate Governance ("**MCCG**") 2021. The NC and the Board (save for Tan Sri Datuk Amar (Dr) Haji Abdul Aziz Bin Dato' Haji Husain) assessed that Tan Sri Datuk Amar (Dr) Haji Abdul Aziz Bin Dato' Haji Husain has vast experience, in-depth knowledge and exemplary leadership which adds tremendous value to the effectiveness of the NC, RC and AC and therefore he should remain as the Chairman of RC and member of the NC and AC. In addition, all matters within the NC, RC and AC's purview require the unanimous decision of the Board at the Board level and the NC, RC, AC and the Board were satisfied that there was adequate check and balance during the financial year under review despite the Board Chairman having membership in the NC, RC and AC.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 1.5
The board is supported by a suitably qualified and competent Company Secretary to provide sound governance advice, ensure adherence to rules and procedures, and advocate adoption of corporate governance best practices.

Application	:	Applied
Explanation on application of the practice	:	The Board is supported by two (2) suitably qualified and competent Company Secretaries as follows:- • Ms. Chua Siew Chuan; and • Mr. Lim Lih Chau. The key role of the Company Secretary is to provide advice and services for the Directors as and when the need arises, to enhance the effective functioning of the Board and to ensure regulatory compliance. The Board is supported by the suitably qualified and competent Company Secretaries in discharging their roles and responsibilities; and every Board member has unrestricted access to the advice and services of the Company Secretaries in ensuring the effective functioning of the Board. The Company Secretaries ensure compliance of Main LR, and related statutory obligations and procedures are followed and any deviation minimised. The Company Secretaries also ensure that all meetings of the Board and Board Committees are properly convened, and that accurate and proper records of the proceedings and resolutions passed are taken and maintained in the statutory registers of the Company. The Company Secretaries have attended training and seminars conducted by Companies Commission of Malaysia, the Malaysian Institute of Chartered Secretaries and Administrators ("**MAICSA**") and Bursa Securities to keep abreast with the relevant updates and development of the Main LR, compliance with Capital Markets and Services Act 2007 (Amendment 2012), Companies Act 2016 and to ensure the Company's compliance to the MCCG. The Company Secretaries also ensures that there is good information flow within the Board and between the Board, Board Committees and Key Senior Management. The Company Secretaries are also entrusted to record the Board's deliberations, in terms of issues discussed, and the conclusions and the minutes of the previous Board and Committees meetings are distributed to the Directors before the meetings for their perusal before

	confirmation of the minutes at the commencement of the next Board and Committees meetings. The Board has full and unlimited access to the Company Secretaries who are available at all times to provide the Directors with the appropriate advice and services.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

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

Application	:	Applied
Explanation on application of the practice	:	All members of the Board have full and unrestricted access to any information of the Company, the advice and services of the Company Secretaries, Key Senior Management and external independent professional advisers may be engaged, where necessary, with approval from the Board or the Board Committees, at the Company's expense to enable the Board to discharge their duties. The agenda and Board papers for consideration are circulated to all Directors before the Board Meetings to enable the Directors to obtain and access further information and clarification in order to be well informed of the matters prior to the meetings. The Board is updated with the new amendments and updates on the regulations from the authorities from time-to-time as and when occurred by circulating through emails, briefing and hard copy, whichever deemed appropriate and applicable. Besides, the Board is notified of any corporate announcements released to Bursa Securities and is also kept informed of the requirements and updates issued by the various regulatory authorities through the Company Secretaries.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

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

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

Practice 2.1
The board has a board charter which is periodically reviewed and published on the company's website. The board charter clearly identifies–

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

Application	:	Applied
Explanation on application of the practice	:	In compliance with Practice 2.1 of the MCCG, the Board has established and adopted a Board Charter, which sets out the Board's composition, roles, responsibilities and processes of the Board and ensure all Board members acting on behalf of the Group are aware of their duties and responsibilities as Board members. It also clearly identifies the issues and decisions reserved for the Board. The Board Charter had been formalised and will be reviewed and updated periodically in accordance with the needs of the Group and any regulations to ensure that it remains current and relevant. The Board Charter is available on Company's corporate website at www.eksons.com.my.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

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

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

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

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

Application	:	Applied
Explanation on application of the practice	:	The Code of Conduct and Ethics ("**Code**") is applied to all employees, customers and vendors. It establishes ethical standard to ensure that working environment and condition are safe and healthy, workers are treated with respect and dignity, and business operation are conducted ethically. The fundamental purpose in adopting the Code is to ensure that all business activities are in full compliance with the laws, rules and regulations. If a law of the country conflicts with a rule or policy set out in this Code, affected personnel should comply with the law. Besides, the Code encourages affected personnel to go beyond legal compliance and adopt internationally recognised standards in order to advance business ethics and control. The Group is open to receive input from stakeholders in the continuous development and implementation of the Code to adopt the best practice where possible. In addition, in view of the implementation of the Malaysian Anti-Corruption Commission (Amendment) Act 2018 which came into force on 1 June 2020 to introduce corporate liability for corruption offences involving commercial organisations, the Company had adopted an Anti-Bribery and Anti-Corruption Policy ("**ABAC Policy**"). The Code for Directors includes the following principles:- i. Compliance with Legal and Regulatory Requirements, and the ii. Company's Policies iii. Observance of Board Charter iv. Duty to Act in the Best Interest of the Group v. Competence vi. Integrity vii. Objectivity viii. Confidentiality ix. Fairness

	The Code has been adopted and reviewed periodically by the Board. It is made available on the Company's website at www.eksons.com.my.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Whistleblowing Policy provides an avenue for any Director, officer, employees and members of the public to report concerns about any suspected and/or known misconduct, wrongdoings, corruption, fraud, waste and/or abuse and to protect the Whistleblower from detrimental action, to provide for the matters disclosed to be investigated and dealt with as outlined in the Whistleblowing Policy. The Whistleblowing Policy has been adopted and reviewed periodically by the Board. It is made available on the Company's website at www.eksons.com.my.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 4.1

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

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Board adopts a sustainability framework, premised upon the evaluation of the economic, environmental and social risk and opportunities coexistent with the Company's corporate governance framework and corporate social responsibilities. The Board believes sustainable corporate success requires the highest standard of corporate behaviour including measuring up to the public expectations on economic, environmental and social responsibilities. By applying a good corporate governance framework, environmentally responsible practices and sound social policies, it would enable the Group to achieve sustainable growth and enhance long-term value for its shareholders.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
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.

<table>
<tr><td>Application :</td><td>Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td>The Company recognises that sustainability is pertinent for creating long term value for its business as well as its commitment as a responsible corporate citizen.

As part of the sustainability initiatives, the Company will continuously improve the stakeholder engagement approach via various engagement platforms such as the following:-

<table>
<tr><th>Key Stakeholders</th><th>Engagement platform</th></tr>
<tr><td>Shareholders</td><td>• Annual General Meetings
• Annual reports
• Announcements in Bursa Securities
• Corporate website</td></tr>
<tr><td>Customers</td><td>• Social media
• Sales phone line
• Corporate and project websites</td></tr>
<tr><td>Regulatory and Statutory Bodies</td><td>• Inspections
• Periodic meetings
• Emails / letters</td></tr>
<tr><td>Employees</td><td>• Training and briefing programme
• Emails / letters
• Employee engagement sessions</td></tr>
<tr><td>Suppliers</td><td>• Periodic meetings
• Discussion sessions
• Site visits</td></tr>
<tr><td>Communities</td><td>• Events organised
• Corporate and project websites
• Local sourcing</td></tr>
</table></td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td></td></tr>
<tr><td></td></tr>
<tr><td colspan="2">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
</table>

Measure	:		
Timeframe	:		

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Board, through the NC, assesses the training programmes attended by each Director during the financial year to ensure they are kept abreast of the latest development in the industry, as well as emerging sustainability issues that are relevant to the Group. The Board continuously keeps themselves abreast with the sustainability agendas which are relevant to the Company and its business through periodical updates by Bursa Securities, Securities Commission Malaysia and the training programmes attended by them respectively.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Board recognises the importance of sustainability in all its business operation and had included sustainability as one of the criteria in the performance evaluations of board members. The Board Effectiveness Evaluation for the FYE 2026 included assessment on Board's understanding on sustainability issues that are critical to the Company's performance.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 4.5- Step Up
The board identifies a designated person within management, to provide dedicated focus to manage sustainability strategically, including the integration of sustainability considerations in the operations of the company.

Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.		
Application	:	Adopted
Explanation on adoption of the practice	:	In June 2023, the Company established a Sustainability Committee to oversee the operations of various business units and support units. The committee comprises members with expertise in financial management, project management, engineering, energy, contracting, and occupational health and safety. The primary focus of the committee is to ensure that sustainability considerations are integrated into the Company's activities and decision-making processes.

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

Application	:	Applied
Explanation on application of the practice	:	The NC upon its recent annual review carried out, is satisfied that the size of the Board is sufficient for the Board to effectively discharge its roles and responsibilities for the benefit of the Company and its business and that there is appropriate mix of skills and core competencies in the composition of the Board. The NC is satisfied that all the Members of the Board are suitably qualified to hold their positions as Directors of the Company given their respective academic and professional qualifications, experience and qualities. The directors were evaluated among others on contribution at meetings, objectivity during discussions and decisions. The NC has also upon its recent annual review carried out, concluded that all the Directors have received relevant updates and training during the FYE 2026, and would serve to enhance their skills to effectively discharge their duties and responsibilities and to participate actively in the Board deliberations. NC reviews the performance of the directors who seek re-election based on competency, preparedness and independence (for independent directors). Only those with satisfactory evaluation are recommended to the Board for re-election. NC had assessed the eligibility of the Directors, who are seeking for re-election and retention at the 36th Annual General Meeting ("**36th AGM**"), namely Encik Nik A. Majid Bin Mohd. Kamil and Ms. Hew Mei Ying, based on the criteria as set out under the Fit and Proper Policy and considering their competencies, time commitment, contribution and their best interest of the Company. Based on the satisfactory evaluation of the respective directors' performance and contributions to the Board, the NC concluded that Encik Nik A. Majid Bin Mohd. Kamil and Ms. Hew Mei Ying are eligible for re-election at the 36th AGM to be held on 24 September 2026.
Explanation for departure	:	

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

Intended Outcome
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.

<table>
<tr><td>Application :</td><td colspan="2">Departure</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2"></td></tr>
<tr><td>Explanation for departure :</td><td colspan="2">The Board currently consists of six (6) members comprising one (1) Non-Independent Non-Executive Chairman, one (1) Executive Deputy Chairman, one (1) Group Managing Director, one (1) Executive Director and two (2) Independent Non-Executive Directors, as listed below:-
<table>
<tr><th>Name</th><th>Directorate</th></tr>
<tr><td>Tan Sri Datuk Amar (Dr) Haji Abdul Aziz Bin Dato’ Haji Husain</td><td>Non - Independent and Non - Executive Chairman</td></tr>
<tr><td>Tay Hua Sin</td><td>Executive Deputy Chairman</td></tr>
<tr><td>Dato' Philip Chan Hon Keong</td><td>Group Managing Director</td></tr>
<tr><td>Sui Uh Hing</td><td>Executive Director</td></tr>
<tr><td>Nik A.Majid Bin Mohd Kamil</td><td>Independent and Non-Executive Director</td></tr>
<tr><td>Hew Mei Ying</td><td>Independent and Non-Executive Director</td></tr>
</table>
The composition of the Board fairly reflects the interest of major as well as minority shareholders in Eksons.</td></tr>
<tr><td></td><td colspan="2">The Board is mindful of the recommendation of MCCG 2021 that at least half of the board should comprise independent directors.

The Board will continuously look for additional directors who are independent to fulfil the recommendation of MCCG 2021.</td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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

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

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

Application	:	Applied
Explanation on application of the practice	:	In line with the Code's recommendation and the Constitution of the Company, the tenure of an Independent Director should not exceed a cumulative term of nine (9) years and upon completion of the nine (9) years, an Independent Director may continue to serve on the Board as a Non-Independent Director. If the Board intends to retain the Independent Director beyond nine (9) years, the Board will seek annual shareholders' approval through a two-tier voting process in accordance with Practice 5.3 of MCCG. The Board recognises the importance of independence and objectivity in its decision-making process. In order to ensure independent and objective judgment is brought to the Board's deliberation by genuine independence of the independent directors and to ensure conflict of interest or undue influence from interested parties is well taken care of, the Board is committed to ensure the independence of the independent directors are assessed by NC prior to their appointment based on formal Nominating and selection process with the results of the review reported to the Board for consideration and decision. During the financial period under review, none of the Independent Directors of Eksons has served more than nine (9) years on the Board.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	

Timeframe :		

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

Practice 5.4 - Step Up
The board has a policy which limits the tenure of its independent directors to nine years without further extension.

Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.		
Application	:	Not Adopted
Explanation on adoption of the practice	:	

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

Practice 5.5
Appointment of board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

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

Application :	Applied	
Explanation on application of the practice :	Appointment of Board and Senior Management are based on objective criteria, merit and with due regard for diversity in skills and experience. The Board has in place a set of directors' selection criteria for use in the selection and recruitment process. This set of criteria will be used as a reference by the management for the selection and recruitment of Senior Management of the Group. For the financial year 2026, facilitated by the Company Secretary, an annual evaluation of the Board, its committees and all Directors was conducted on 12 February 2026. All the Directors met the expectations of the criteria set out in discharging their duties and responsibilities. The performance and effectiveness of the Director and the Board were assessed individually and collectively, which include Directors' Self and Peer Evaluation, using evaluation survey questionnaires to evaluate the overall Board's performance against criteria that the Board determines are important to its success. The Board's performance and effectiveness evaluation in the Financial Year 2026 reported that the Board continues to operate effectively.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

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

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

Application :	Applied	
Explanation on application of the practice :	The NC is responsible for identifying, assessing and recommending to the Board suitably qualified candidates for directorship on the Board as well as members of the Board Committees. The NC will assess candidate suitability based on a set of criteria as set out in the criteria for selection of Directors to be established and approved by the Board. In identifying suitable candidates, the Board does not solely rely on recommendations from existing Board members, management and major shareholders. It is also open to referrals from external independent sources available, such as industry and professional associations and also independent search firms to identify suitably qualified candidates, when necessary.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 5.7
The board should ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director. This includes details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of the listed company as a whole. The board should also provide a statement as to whether it supports the appointment or reappointment of the candidate and the reasons why.

Application	:	Applied	
Explanation on application of the practice	:	The performance of retiring Directors who are recommended for re-election at the forthcoming Annual General Meeting ("**AGM**") would be assessed through the Board annual evaluation (including the independence of Independent Non-Executive Director). A statement by the Board and NC confirming satisfaction with the performance and effectiveness of the retiring Directors who offer themselves for re-election at the AGM will be stated in the Notice of AGM. The profile of the Directors who are due for retirement and eligible for re-election, which includes the nature of interest with the Company, if any, are set out in the 2026 Annual Report of the Company.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

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

<table>
<tr><td>Application :</td><td>Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td>The NC is tasked by the Board amongst others, to identify, assess and recommend to the Board suitably qualified candidates for appointment to the Board and Board Committees, re-election and re-appointment of Directors, and review the independence of Independent Directors, considering the Board's succession planning and training programmes as well as performing a formal assessment of the effectiveness of individual Directors and the annual appraisal of the Executive Directors' performance based on the selected performance criteria. The Committee is also tasked to review the required mix of skills, experience and other qualities, including core competences of the members of the Board.

The NC comprises of majority Independent Directors and the members are: -

<table>
<tr><th>Name of Directors</th><th>Directorate</th><th>Designation</th></tr>
<tr><td>Nik A.Majid Bin Mohd Kamil</td><td>Independent and Non-Executive Director</td><td>Chairman</td></tr>
<tr><td>Tan Sri Datuk Amar (Dr) Haji Abdul Aziz Bin Dato' Haji Husain</td><td>Non-Independent and Non-Executive Director</td><td>Member</td></tr>
<tr><td>Hew Mei Ying</td><td>Independent and Non-Executive Director</td><td>Member</td></tr>
</table>

The Terms of Reference of the NC will be reviewed and updated periodically by the Board to ensure it remains current and relevant.

The Term of Reference of NC is made available on the Company's website at www.eksons.com.my.</td></tr>
<tr><td>Explanation for departure :</td><td></td></tr>
</table>

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

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

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	For the FYE 2026, the Board had one (1) female Director. The Board understands the rationale underlying the policy to promote gender diversity in the boardroom as recommended by the Code. In considering Board appointment, the Board, through its NC, believes in merit and provides equal opportunity to candidates who have the necessary skills, experience, commitment (including time commitment), core competencies and other qualities regardless of gender, ethnicity and age. The Board does not have a specific policy on setting quotas for female participation on Board. Nevertheless, the Board is committed to provide fair and equal opportunities, through its NC, in considering gender diversity to achieve optimum composition of the Board.	
		The Board, through the NC, if a vacancy arises and a suitably qualified candidate is available, will continue to consider increasing female participation on the Board and will take steps towards formalising such policy, targets and measures to reflect company commitment towards gender diversity.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 5.10
The board discloses in its annual report the company's policy on gender diversity for the board and senior management.

Application	:	Applied	
Explanation on application of the practice	:	The Board is of the view that diversity should be pursued in tandem with expertise, experience and skills and not gender alone but nevertheless acknowledges the importance of the establishment of a gender diversity policy. The Board will appoint female board representation as and when there is a vacancy provided suitable and qualified candidates are identified. The Company's gender diversity disclosure can be found under the Corporate Governance Overview section 5.4 (Diverse Board and Senior Management Team) and 5.5 (Gender Diversity).	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 6.1
The board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The board should disclose how the assessment was carried out its outcome, actions taken and how it has or will influence board composition.

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

Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.	
Application :	Applied
Explanation on application of the practice :	The Board has delegated to the NC to carry out annual assessment on effectiveness of the Board, its committees and each individual Director. In FYE 2026, the Board, through the NC, has conducted the following annual assessments to determine the effectiveness of the Board, its committees and each individual Director in respect of the FYE 2026:- (a) Directors' self and peer performance evaluation The evaluation forms were circulated to each and every Director for completion. The Directors are required to assess his/her own performance, as well as the performance of his/her peers based on the questionnaire provided. The evaluation results were compiled by the company secretaries and tabulated at the NC Meeting, for the NC's review. In conducting the evaluation, the NC had assessed the performance of each individual Director bases on the following main criteria:- • Fit and proper; • Contribution and performance; and • Calibre and personality. Overall, the NC is satisfied with the performance of the individual Directors for the FYE 2026. (b) Evaluation on the effectiveness of Board and its Committees. The evaluation forms were completed by the members of the NC on individual basis. The evaluation results were compiled

	by the company secretaries and tabulated at the NC Meeting, for NC's review. In conducting the evaluation, the following main criteria were adopted by the NC:- • Board operations; • Board roles and responsibilities; and • Board performance. Based on the evaluation conducted for the FYE 2026, the NC was satisfied with the performance of the Board and its Committees. (c) Annual assessment of independence of Directors The Board noted that Letters of Declaration by Independent Director have been executed by the following INED of the Company, confirming their independence pursuant to relevant Main LR of Bursa Securities. They have undertaken to inform the Company immediately if there be any change which could interfere with the exercise of their independent judgement or ability to act in the best interest of the Company:- • En. Nik A. Majid Bin Mohd. Kamil; and • Ms. Hew Mei Ying Based on the outcome of the abovementioned assessments, the Board is satisfied with the level of independence demonstrated by the INED and their ability to act in the best interest of the Company. The Board considers that its independent Directors provide objective and independent views on various issues at the Board and Board Committee level. All Independent Non-Executive Directors satisfy the criteria of an Independent Director as defined under Main LR of Bursa Securities, which include being independent of management, free from any business or relationship which could interfere with the exercise of independent judgement, objectivity or the ability to act in the best interests of the Company, and as being independent of its major shareholder. The Board is of the view that the current composition of independent Directors fairly reflects the interest of minority shareholders in the Company through the Board representation. (d) Re-election / Re-appointment to the Board i. Re-election of existing Directors

	All Directors are subject to re-election by shareholders after their first appointment on the forthcoming AGM. The Company's Constitution state that at least one-third (1/3) of the Directors are required to retire from office by rotation annually and subject to re-election at each AGM and all Directors stand for re-election at least once in every three (3) years. The NC, as guided by the Directors' Assessment Policy, has undertaken a formal assessment of the Retiring Directors using the abovementioned criteria and was satisfied with the performance of the Retiring Directors. The following Directors shall retire at the forthcoming 36th AGM pursuant to Clause 23.3 of the Constitution of the Company:- • Encik Nik A. Majid Bin Mohd. Kamil; and • Ms. Hew Mei Ying. ii. Re-appointment to the Board Pursuant to Clause 23.12 of the Constitution of the Company, any person appointed by the Board either to fill a casual vacancy or as an addition to the Existing Directors, shall hold office until the conclusion of the next AGM and shall then be eligible for re-election. No such Director shall retire at the forthcoming 36th AGM pursuant to Clause 23.12 of the Constitution of the Company.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

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

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

Application	:	Applied
Explanation on application of the practice	:	The Group's Remuneration Policy and Procedures ("**RPP**") sets out the procedure of determining the remunerations of directors and Senior Management which takes into account the competitiveness, adequacy and whether the remuneration packages are in line with current market practices to attract, retain, motivate and reward the Directors and senior management, thereby having sufficient, experienced and competent manpower on board to achieve the Company's corporate goals and objectives. The objectives of this RPP are to ensure that the directors and Senior Management are offered an appropriate level and composition of remuneration and other benefits by taking into account the Group's desire to attract and retain the right talent and expertise to motivate the directors and Senior Management to achieve the Group's short-term and long-term business objectives. The Group's RPP is adopted and will be periodically reviewed by the Board to ensure it remains effective, consistent with the Board's objectives and responsibilities and in line with the relevant laws and legislations. This RPP is made available on the Company's website at www.eksons.com.my.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		

Measure	:		
Timeframe	:		

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

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

Practice 7.2
The board has a Remuneration Committee to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of board and senior management.

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

Application	:	Applied
Explanation on application of the practice	:	The Board has in place a RC comprising four (4) members. The RC consist of one (1) Executive Director, one (1) Non-Executive Director, and two (2) Independent Directors. The Company acknowledged that it is important to ensure that the committee consist of only Non-Executive Directors with a majority of them being Independent Directors and the Executive Directors are not involved in deciding their own remuneration. The Company is of the view that the participation of Mr. Tay Hua Sin, the Executive Deputy Chairman, provides insights, particularly on considerations relating to the performance of the Company. The RC discharges its responsibilities in accordance with its Terms of Reference, among others, reviewing the remuneration packages, reward structure and fringe benefits applicable to Board and Senior Management and making appropriate recommendations to the Board. The RC does not possess the authority to make decisions on behalf of the Board. Its role is merely that of making recommendations for the Board's approval. The Terms of Reference of RC is accessible for reference on the Company's website at www.eksons.com.my.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		

Measure	:		
Timeframe	:		

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

Practice 8.1
There is detailed disclosure on named basis for the remuneration of individual directors. The remuneration breakdown of individual directors includes fees, salary, bonus, benefits in-kind and other emoluments.

Application	:	Applied
Explanation on application of the practice	:	Detailed disclosure on a named basis for the remuneration of individual Directors and the remuneration breakdown of each individual director including fees, salary, bonus, benefits in-kind and other emoluments has been provided in the Corporate Governance Overview Statement of the Company's Annual Report 2026.

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	TAN SRI DATUK AMAR (DR) HAJI ABDUL AZIZ BIN DATO' HAJI HUSAIN	Non-Executive Non-Independent Director	66	6	0	0	0	9	81	209	6	0	0	0	9	223
2	TAY HUA SIN	Executive Director	0	0	638	0	0	0	638	0	0	1,178	0	0	0	1,178
3	DATO' PHILIP CHAN HON KEONG	Executive Director	0	0	631	0	0	0	631	0	0	631	0	0	0	631
4	SUI UH HING	Executive Director	0	0	0	0	0	0	0	0	0	340	0	0	0	340
5	HEW MEI YING	Independent Director	40	6	0	0	0	18	64	40	6	0	0	0	18	64
6	NIK A. MAJID BIN MOHD. KAMIL	Independent Director	40	6	0	0	0	9	55	40	6	0	0	0	9	55

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

Practice 8.2
The board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.

<table>
<tr><td>Application :</td><td>Departure</td></tr>
<tr><td>Explanation on application of the practice :</td><td></td></tr>
<tr><td>Explanation for departure :</td><td>The remuneration of the top five Senior Management including salaries, benefit-in-kind and other emoluments for the FYE 2026 disclosed in bands of RM50,000 is as follows:-
<table>
<tr><th>Range of Remuneration (RM)</th><th>Top Five Senior Management</th></tr>
<tr><td>50,001 – 100,000</td><td>2</td></tr>
<tr><td>100,001 - 150,000</td><td>2</td></tr>
<tr><td>350,001 - 400,000</td><td>1</td></tr>
</table>
At this juncture, the Board is of the opinion that the disclosure of the names of Senior Management personnel and the various remuneration components (salaries, bonus, benefit-in- kind, other emoluments) would not be in the best interest of the Group, due to confidentiality and security concerns.</td></tr>
<tr><td></td><td>The Board ensures that the remuneration of Senior Management is commensurate with their individual performances, taking into consideration the performance of the Company, with due consideration to attract, retain and motivate Senior Management to lead and run the Company successfully. Excessive remuneration pay-outs are not made to Senior Management personnel in any instance.

The Board wishes to give assurance that the remuneration of the Senior Management commensurate with their individual performances, taking into consideration the Group's performance.</td></tr>
<tr><td colspan="2">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
</table>

Measure	:		
Timeframe	:		

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

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

Practice 8.3 - Step Up
Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

No	Name	Position	Company ('000)					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
2	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
3	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
4	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
5	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

Intended Outcome
There is an effective and independent Audit Committee.

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

Practice 9.1
The Chairman of the Audit Committee is not the Chairman of the board.

Application	:	Applied	
Explanation on application of the practice	:	The Chairperson of the AC, Ms. Hew Mei Ying is an Independent and Non-Executive Director, who is not the Chairman of the Board. The profile of the Chairperson of the AC is set out in the Profile of Directors of this Annual Report 2026.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
There is an effective and independent Audit Committee.

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

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

Application	:	Applied	
Explanation on application of the practice	:	Currently, none of the members of the Board is a former key audit partner of the Company. The Terms of Reference of AC provides that if any former key audit partner is considered to be appointed as a member of the Audit Committee, a cooling-off period of at least three (3) years will be observed by the Group.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
There is an effective and independent Audit Committee.

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

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

Application	:	Applied
Explanation on application of the practice	:	The Board maintains a formal and transparent professional relationship with the Group's independent external auditors via the AC. From time to time, the external auditors will bring to the AC's attention on any significant deficiency in the Group's internal control system. The AC had undertaken an assessment of the performance, suitability and independence of the external auditors, namely Crowe Malaysia PLT. The AC is satisfied with the performance of Crowe Malaysia PLT as well as the fulfilment of criteria based on several factors, including independence of the external auditors, quality of audit review procedures and adequacy of the firm's expertise and its resources to carry out the audit work that they were tasked with. Having considered all the above criteria, AC recommended the re-appointment of Crowe Malaysia PLT to the Board, upon which the shareholders' approval will be sought at the forthcoming 36th AGM. AC had also assessed the external auditors by reviewing the level of non-audit services rendered to the Group and the Company during the financial year. The AC was satisfied with the technical competency and audit independence of the external auditors.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome
There is an effective and independent Audit Committee.

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

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

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

Application	:	Applied
Explanation on application of the practice	:	The members of the Committee possess a variety of industry-specific knowledge and technical as well as commercial experiences and bring to bear objective and independent judgment in discharging their duties. All members of the Committee are financially literate and can understand matters under the purview of the AC including the financial reporting processes of the Group. During the FYE 2026, the members of the AC have undergone various training programs, seminars, workshops and conferences to keep themselves updated with new regulatory developments and changes affecting the Group of which are detailed in Item 6.4 – Directors' Training of the Corporate Governance Overview Statement of the Annual Report 2026.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

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

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

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

Application	:	Applied
Explanation on application of the practice	:	The Board acknowledges its responsibility for the Group's system of internal controls, which is designed to identify and manage the risks facing the business in pursuit of its objectives. The system of internal control covers risk management and financial, organisational and compliance controls to safeguard shareholders' investments and the Group's assets. This system can only provide reasonable but not absolute assurance against misstatement or loss. The Board undertakes ongoing reviews of the key commercial and financial risks facing the Group's businesses together with more general risks such as those relating to compliance with laws and regulations. The monitoring arrangements in place give reasonable assurance that the structure of controls and operations are appropriate to the Company's and the Group's situation and that there is an acceptable level of risk throughout the Group's businesses. The Company's Statement on Risk Management and Internal Control can be found in the 2026 Annual Report.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

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

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Board acknowledges the overall responsibility in maintaining a sound risk management framework and system of internal control that provides reasonable assurance of effective and efficient operations and compliance with the internal procedures and guidelines. The outsourced internal audit function provides the AC with periodic internal audit reports outlining the observations and recommendations to accomplish its goals by bringing an objective and disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance processes. The Company's Statement on Risk Management and Internal Control can be found in the Annual Report 2026.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

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

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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

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

Application	:	Applied
Explanation on application of the practice	:	The Board acknowledges its responsibility for the Group's system of internal controls, which is designed to identify and manage the risks facing the business in pursuit of its objectives. The system of internal control covers risk management and financial, organisational and compliance controls to safeguard shareholders' investments and the Group's assets. This system can only provide reasonable but not absolute assurance against misstatement or loss. The outsourced internal audit function provides the AC with periodic internal audit reports outlining the observations and recommendations to accomplish its goals by bringing an objective and disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance processes. During the financial year under review, the AC assessed the scope of work to be conducted and reviewed the outsourced internal auditor's area of competency, resources and independence in discharging their duties of internal audit function of the Group. The Board takes comfort that the outsourced internal auditors have the necessary competency, experience and resources to function effectively and that the outsourced internal audit function is independent of the management of the Group. Further details of the Group's risk management and internal control framework is provided in the Statement on Risk Management and Internal Control and Audit Committee Report set out in the Annual Report 2026.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	

Timeframe :		

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

Practice 11.2
The board should disclose–

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

Application	:	Applied	
Explanation on application of the practice	:	During the financial year under review, the AC assessed the scope of work to be conducted and reviewed the outsourced internal auditor's area of competency, resources and independence in discharging their duties of internal audit function of the Group. The Board takes comfort that the outsourced internal auditors have the necessary competency, experience and resources to function effectively and that the outsourced internal audit function is independent of the management of the Group.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

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

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

Application	:	Applied
Explanation on application of the practice	:	The Board recognises the importance to promote and maintain market integrity and investor confidence, and to build good investor relations, the Group has taken the initiative in setting up a framework which is in line with the Corporate Disclosure Policy to ensure proper dissemination and disclosure of information to the investing public. This framework will ensure that the Group provide access to material information in an accurate, clear, timely and complete manner and to avoid selective disclosure. The Group maintains its corporate website at www.eksons.com.my for shareholders and the public to access information relating to its businesses, financial performance, operations and corporate development through annual reports, quarterly reports, circulars and various announcements in a timely manner. Stakeholders can at any time seek clarification or raise queries through the corporate website, by email or by phone. Primary contact details are set out on the Company's website. Written communications are attended to within a reasonable time from the day of receipt.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

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

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

Practice 12.2
Large companies are encouraged to adopt integrated reporting based on a globally recognised framework.

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

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

Practice 13.1
Notice for an Annual General Meeting should be given to the shareholders at least 28 days prior to the meeting.

Application	:	Applied
Explanation on application of the practice	:	The Board acknowledges the need for shareholders to be informed of all material business matters affecting the Company. This is achieved through the various announcements made during the year to Bursa Securities, the timely release of financial results on a quarterly basis and the Company's general meeting. The notice of the AGM had been given to the shareholders at least 28 days before the meeting to provide sufficient time for shareholders to consider the resolutions that will be discussed and decided at the meeting. The Notice for convening the 35th AGM of the Company, which was held on 25 September 2025, was sent to the shareholders on 28 July 2025, which is more than 28 days before the date of AGM. The forthcoming 36th AGM of the Company is scheduled to be held on 24 September 2026. The notice for convening the 36th AGM has been sent out to the shareholders on 28 July 2026, which is more than 28 days before the date of the AGM.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

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

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The AGM and the Extraordinary General Meeting(s) are the main forum by which the Company provides the opportunity for dialogue between itself, its auditors and the shareholders. Ample time is given for question-and-answer sessions and for suggestions and comments by shareholders to be noted by management for consideration at the Company's general meetings. The Company's 2025 AGM was held on 25 September 2025. Most of the Directors were present, except for Tan Sri Datuk Amar (Dr) Haji Abdul Aziz Bin Dato' Haji Husain, Mr Tay Hua Sin and Mr. Sui Uh Hing. Tan Sri Datuk Amar (Dr) Haji Abdul Aziz Bin Dato' Haji Husain, Mr Tay Hua Sin and Mr. Sui Uh Hing were absent from the 35th AGM due to unforeseen circumstances.	
		The Directors attended the Annual General Meeting to provide meaningful responses to questions posed by the shareholders or proxies. The results of the votes were scrutinised by an independent scrutineer and declared by the Chairman of the meeting.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 13.3
Listed companies should leverage technology to facilitate–

- voting including voting in absentia; and
- remote shareholders' participation at general meetings.

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	In accordance with Clause 20.6 of the Constitution of the Company, a general meeting may be held at more than one venue using any technology or method i.e. by telephone/video conference, web-based communication, electronic or such other communication facilities or technologies available from time to time in the future which would permit all Members participating in the Meeting to participate and to exercise the Members' rights to communicate with each other simultaneously and instantaneously and to vote at such meeting. The Company recognises the significance of leveraging technology to facilitate remote shareholders' participation and electronic voting for conducting polls on resolutions. The management is currently exploring options to enable remote shareholders' participation at the AGM when necessary. The 35th AGM was held physically. Hence, the concern of cyber threats was not substantial.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 13.4
The Chairman of the board should ensure that general meetings support meaningful engagement between the board, senior management and shareholders. The engagement should be interactive and include robust discussion on among others the company's financial and non-financial performance as well as the company's long-term strategies. Shareholders should also be provided with sufficient opportunity to pose questions during the general meeting and all the questions should receive a meaningful response.

Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.		
Application	:	Applied
Explanation on application of the practice	:	Most of the Directors, except for Tan Sri Datuk Amar (Dr) Haji Abdul Aziz Bin Dato' Haji Husain, Mr Tay Hua Sin and Mr. Sui Uh Hing, attended the 35th AGM held on 25 September 2025 to engage with shareholders and proxies proactively. The 35th AGM included an avenue for questions by and answers to shareholders and proxies. The Chairman of the AGM had invited shareholders and proxies to raise their questions on the Company's financial statements and other items for approval at the said AGM. The Chairman of the AGM ensured that sufficient opportunities were given to shareholders and proxies to raise questions relating to the affairs of the Company and that adequate responses were given.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

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

Practice 13.5
The board must ensure that the conduct of a virtual general meeting (fully virtual or hybrid) support meaningful engagement between the board, senior management and shareholders. This includes having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Questions posed by shareholders should be made visible to all meeting participants during the meeting itself.

Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.			
Application	:	Not applicable – only physical general meetings were conducted in the financial year	
Explanation on application of the practice	:		
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 13.6
Minutes of the general meeting should be circulated to shareholders no later than 30 business days after the general meeting.

Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.			
Application	:	Applied	
Explanation on application of the practice	:	The minutes of the 35th AGM was made available within the timeline provided. It is made available on the Company's website at www.eksons.com.my.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

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

Click or tap here to enter text.