

# CORPORATE GOVERNANCE REPORT

**STOCK CODE** : 8206  
**COMPANY NAME** : Eco World Development Group Berhad  
**FINANCIAL YEAR** : October 31, 2023

## OUTLINE:

### **SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE**

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

### **SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PURSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA**

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

## SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

### Intended Outcome

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

### Practice 1.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board of Directors of the Company ("<b>Board</b>") is collectively responsible for the proper stewardship of the business of the Company and its subsidiaries ("<b>Group</b>" or "<b>EcoWorld</b>") and ensuring the long-term success of the Group as well as the delivery of sustainable value to its stakeholders by setting goals, policies and targets within a framework of prudent and effective controls which enables risk to be assessed and managed.</p> <p>The Board is guided by its Board Charter which outlines the roles and responsibilities of the Board and matters specifically reserved for the Board as well as to be delegated to board committees, the President &amp; Chief Executive Officer ("<b>President &amp; CEO</b>") and the Management.</p> <p>The Board is assisted by 5 board committees, namely, the Audit Committee ("<b>AC</b>"), Nomination Committee ("<b>NC</b>"), Remuneration Committee ("<b>RC</b>"), Whistleblowing Committee ("<b>WC</b>") and Investment Committee (collectively referred to as "<b>Board Committees</b>").</p> <p>The Board assumes, amongst others, the following key roles and responsibilities in discharging its leadership function and fiduciary duties in achieving the goals and overall vision of the Group in pursuit of Creating Tomorrow &amp; Beyond:-</p> <p>(a) <u>Strategic oversight over management</u></p> <p>The Board plays an active role in the formulation and development of the Group's strategy and monitoring its performance and implementation.</p> <p>Before the end of each financial year, the Board meets with the Management to discuss the economic and property outlook as well as the Group's annual business plan and strategy for the ensuing financial year. The annual business plan sets out the</p>

Group's objectives which include performance targets and long-term goals of the business.

At a Board meeting held on 26 October 2023, the Management presented the Group's proposed business plan for the financial year ("FY") 2024. The Board was briefed on the overall economic outlook, mainly on the property sector and its potential impact on Malaysia and on the Group as well as its strategy, business plan, and sales target for FY2024, together with the Group's budgeted financials, liquidity, cash flows, capital expenditure and manpower requirements.

During this meeting, the Board discussed at length the Management's views and assumptions underlying the strategy and business plan, finalised the goals and strategies to be adopted, and ensured that the necessary resources would be in place for the Group to meet its objectives. After deliberations, the Board approved the proposed Group's Budget and Business Plan for FY2024.

*(b) Strategic oversight over business conduct*

At its quarterly meetings, the Board monitors the conduct of the Group's business by reviewing a presentation by the Management. The presentation usually includes the quarterly financial results, liquidity and other financial highlights, project and operations progress reports, market overview and sales outlook, land acquisition proposals, corporate proposals, related party transactions, sustainability reporting etc, to enable the Board to assess if targeted objectives are being met.

The Board constantly provides guidance and constructive feedback to the Management towards the achievement of the Group's objectives.

During FY2023, the Board continued to monitor the impact of macroeconomic uncertainties and escalation in construction costs on the Group's businesses and investments. Discussions were held with the Management to evaluate their impact on cash flows, financial results and business continuity, and put in place mitigation plans as necessary.

The Board continued to give its full support to Management's digitalisation effort which will improve engagement with prospective and existing customers, expedite sales conversion, increase productivity by collaborating with contractors, and enhance the efficiency and effectiveness of daily operations leading to greater customer satisfaction.

(c) Reviewing the adequacy and integrity of management information and internal control systems, identifying principal risks and ensuring the implementation of appropriate systems to manage these risks

The Board acknowledges its overall responsibility for the Group's internal control and risk management systems to safeguard shareholders' investment and the Group's assets.

Fraud Risk Assessment was conducted on various segments of the Group's business and the relevant risk treatment plans were formulated and implemented to mitigate the identified risks.

The Board documented the Group's risk appetite in the form of a Risk Appetite Statement to provide clearer guidance on the risk parameters that must be observed in the attainment of the Group's strategic goals and targets.

During FY2023, the Group's Risk Appetite Statement was revised to include a new key risk area related to climate change. The Group's risk parameters were also revised to reflect a new approach for assessing risk.

As a result, the Group's risk management policy and guidelines ("RMPPG") document was revised to align with the Group's current practices, the updated Risk Appetite Statement and risk parameters.

Details of the Company's internal control and risk management systems are set out in the Statement on Risk Management and Internal Control on pages 101 to 106 of the Integrated Annual Report 2023.

(d) Reviewing and adopting a strategic plan that supports long-term value creation and business sustainability; strategic oversight on sustainability performance and progress, including ESG-related risks and opportunities such as climate change

The Board is aware of the importance of business sustainability and ensures that sustainability is embedded in the development of the Group's strategies and annual plans, taking into account the economic, environmental, social and governance ("ESG") aspects of business operations. These strategies seek to balance the needs and expectations of the various stakeholders such as customers, shareholders, regulators, bankers, joint venture partners and the communities in which the Group operates.

In FY2023, the Board adopted Eco World Investment Policy which outlines the Group's investment philosophy and criteria for non-property development activities with the aim to achieve sustainable and profitable returns while minimising risks.

The Board Charter was revised on 26 October 2023 to include sustainability as one of the Board’s reserved matters in reviewal and approval of sustainability strategies, key targets, performance, progress, issues and sustainability related polices.

The Sustainability Committee (established in FY2017) oversees the implementation of business sustainability practices within the Group.

The Board adopted the Sustainability Policy, the Sustainable Procurement Policy and endorsed the establishment of an overarching ESG initiative i.e. the “EcoWorld Cares Architecture” to ensure that all activities initiated by the Business Units are aligned with the Group’s sustainability agenda. The Board also endorsed a Supplier ESG risk assessment to evaluate the Group’s primary contractors and suppliers, in order to assess ESG impact and drive sustainability across the Group’s supply chain.

The Group recognises risks posed by climate change and its impact on its business sustainability. The Board adopted the Climate Change Policy for the Group on 21 September 2023, formalising the Group’s commitment to expedite climate change initiatives within its operations as well as to achieve carbon neutrality by 2050. The Climate Change Policy serves as a framework to enhance both adaptation and mitigation strategies to reduce the carbon emissions of the Group’s operations and underscores the Board’s vigilance over climate-related risks and opportunities.

The “Net Zero 2050 Roadmap” was also adopted by the Board which specifies the Group’s short-term absolute Scope 2 emissions reduction targets by 2025, medium-term absolute Scope 2 emissions reduction targets by 2030 and finally, long-term goal to achieve net zero by 2050.

The Group introduced a group-wide target to reduce Scope 2 emissions by 20% by 2025 and 30% by 2030 using FY2019 emissions as the baseline.

Details of the Company’s sustainability efforts are set out in the Sustainability Report 2023 as well as Sustainability Statement on pages 46 to 69 of the Integrated Annual Report 2023.

(e) *Advocating the value of sound corporate governance across the Group, and ensuring adherence to high standards of integrity, ethics and professional behaviour*

The Board is committed to conduct business responsibly and to achieve a high standard of corporate governance throughout the Group with the objective of safeguarding stakeholders’ interests.

The Board has adopted the following codes, policies and programmes to guide the Directors, employees and stakeholders of the Group in their commitment to perform with integrity:-

- Directors' Code of Conduct and Ethics ("**Code for Directors**")
- Code of Conduct and Business Ethics for Employees ("**Code for Employees**")
- Whistleblowing Policy
- Anti-Bribery and Anti-Corruption Policy ("**ABC Policy**")
- Anti-Corruption Compliance Programme ("**ACC Programme**")

All Directors have signed the Integrity Pledge during FY2023 to demonstrate their personal and collective commitment at Board level against corrupt practices as well as to promote and cultivate the culture of integrity, transparency and good governance within EcoWorld.

*(f) Succession planning*

The NC is entrusted by the Board with the responsibilities to oversee the selection and assessment of Directors and Board Committees as well as succession planning for Directors and Senior Management personnel.

In FY2023, the Board approved the performance incentive scheme and an inflationary salary adjustment for eligible employees which was aimed at long-term sustainability and rewarding, motivating and retaining eligible employees.

The work carried out by the NC for FY2023 is set out in the NC Report on pages 92 to 93 of the Integrated Annual Report 2023.

*(g) Ensuring effective engagement with stakeholders*

The Board maintains transparent and regular communication with stakeholders to facilitate understanding of each other's objectives and expectations.

The Group adopts a policy of comprehensive, timely and continuing disclosure of information to stakeholders via effective communication channels. The Investor Relations Department plays a critical role in facilitating investor-related activities to enable communication of the business and strategic direction of the Group.

The "Investors & Media" section as well as other updates are available on the Company's website at [www.ecoworld.my](http://www.ecoworld.my) to provide relevant information on the Group, such as annual reports, corporate presentations, corporate videos, sustainability reports, corporate governance reports, quarterly financial results, news, announcements, press releases and other pertinent

	<p>information for easy accessibility by the public. The Board also views general meetings as ideal opportunities for the President &amp; CEO to brief shareholders on the Group's projects and developments.</p> <p>To encourage shareholders' participation in general meetings, the Company has live-streamed its annual general meetings ("AGM(s)") since 2020 where online remote voting was enabled. Information on AGMs and minutes of the meetings are also available on the Company's website at <a href="http://www.ecoworld.my">www.ecoworld.my</a>.</p> <p>The Company will continue to utilise technological advancements to broaden its channel of dissemination of information and enhance the quality of engagement with the shareholders.</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

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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>As Chairman of the Board, Tan Sri Dato' Sri Liew Kee Sin ("<b>Tan Sri Liew</b>") assumes a leadership role on the Board.</p> <p>Tan Sri Liew was appointed as Non-Independent Non-Executive Chairman of the Board on 20 March 2015 and was re-designated as Executive Chairman on 1 April 2020.</p> <p>As can be seen from his profile set out on page 70 of the Integrated Annual Report 2023, Tan Sri Liew has had a successful career as a respected property developer for over 37 years. His years of experience have enabled him to provide valuable guidance to the other members of the Board as well as Management.</p> <p>Tan Sri Liew is a strong believer of good corporate governance. He works hand-in-hand with our founder, Tan Sri Abdul Rashid Bin Abdul Manaf, to set the tone from the top and guide the Management in establishing and monitoring good corporate governance practices within the Group.</p> <p>As Chairman, he sets the board agenda and ensures that Board members receive complete and accurate information in a timely manner to enable robust and informed discussions to take place during Board meetings. Given his vast experience in the property sector, he is able to provide effective leadership for the Board to work constructively with the Management to formulate strategies as well as address business operations, financial performance and risk management issues. He also sets the direction for the Group to provide effective, transparent and regular communication with stakeholders and ensures that their views are communicated to the Board as a whole.</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>	:		
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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.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	To ensure balance of authority and power, the role of Chairman and the President & CEO are held by 2 different individuals. The position of Chairman of the Board is held by Tan Sri Liew. The position of the President & CEO is held by Dato' Chang Khim Wah (" <b>Dato' Chang</b> "). Dato' Chang was appointed as the President & CEO on 12 December 2013.	
<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

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

### Practice 1.4

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

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>	
<b>Application</b> :	Applied
<b>Explanation on application of the practice</b> :	Since his appointment as Chairman of the Board, Tan Sri Liew has never been a member of the AC, NC or RC. Neither has he attended any of the Board Committees meetings as invitee.  This practice is embedded in the Board Charter to ensure continued compliance to this Practice.
<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

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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is supported by 2 Company Secretaries, namely Ms. Chua Siew Chuan ("<b>Ms. Chua</b>") and Ms. Tan Ley Theng ("<b>Ms. Tan</b>").</p> <p>Both the Company Secretaries are qualified Chartered Secretaries under Section 235(2) of the Companies Act 2016. Ms. Chua is a Fellow while Ms. Tan is an Associate member of the Malaysian Institute of Chartered Secretaries and Administrators.</p> <p>The Company Secretaries each have more than 20 years of experience in corporate secretarial practice, with working knowledge across a diverse range of industries and government services. They currently also act as Company Secretaries of several other companies listed on Bursa Malaysia Securities Berhad ("<b>Bursa Malaysia Securities</b>").</p> <p>During FY2023, the NC reviewed the competency and performance of the Company Secretaries based on assessments by each Director on a confidential basis. The Board noted on the evaluation results conducted during FY2023 on 7 February 2024.</p> <p>By virtue of their experience, the Company Secretaries have been able to competently provide sound advice to the Board on matters relating to the powers, roles and responsibilities of Directors, compliance with corporate law, securities laws, listing requirements and the Malaysian Code on Corporate Governance ("<b>MCCG</b>").</p> <p>During the Board meeting held on 22 June 2023, Ms. Tan briefed the Directors on the key amendments to the Main Market Listing Requirements of Bursa Malaysia Securities ("<b>MMLR</b>") in relation to conflict of interest ("<b>COI</b>") and mandatory sustainability training for Directors.</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

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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>An annual calendar of Board meetings, Board Committees meetings and the AGM is circulated in advance of each new year to facilitate planning by the Directors.</p> <p>Notices of meetings are circulated at least 7 clear days prior to the date of Board and Board Committees meetings except for special meetings convened to discuss urgent matters.</p> <p>Board papers are required to be circulated at least 5 clear days prior to the date of Board meetings, except for those comprising financial statements which are required to be circulated at least 4 clear days prior to the date of Board meetings.</p> <p>In line with its green initiative to reduce paper usage, the Group implemented a paperless board portal for Board and Board Committees meetings since June 2020. With this board portal, Directors are able to access meeting materials digitally and on the go.</p> <p>Draft minutes of Board and AC meetings are required to be circulated within 4 weeks from the meeting dates for comments. Action items identified during Board and AC meetings are highlighted for follow-up action by Management.</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 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.

<b>Application</b>	:	Applied								
<b>Explanation on application of the practice</b>	:	<p>The Board is guided by a Board Charter which clearly defines the respective roles and responsibilities of the Board, Board Committees, individual Directors and the Management, as well as sets out matters reserved for the Board.</p> <p>Directors are expected to commit sufficient time to discharge their duties and responsibilities. In order to keep the Directors updated on latest developments, knowledge and skills to effectively discharge their duties, each Director is required to undergo the mandatory accreditation programme under the auspices of Bursa Malaysia Securities and other relevant training courses or seminars on a regular basis.</p> <p>The training programmes and seminars attended by the Directors during FY2023 are set out below:-</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;">Director</th> <th>Programme</th> </tr> </thead> <tbody> <tr> <td>Tan Sri Abdul Rashid Bin Abdul Manaf</td> <td> <ul style="list-style-type: none"> <li>• Driving Sustainable Success: Strategic Sustainability for Business Leaders</li> <li>• Mandatory Accreditation Programme Part II: Leading for Impact (LIP)</li> </ul> </td> </tr> <tr> <td>Tan Sri Dato' Sri Liew Kee Sin</td> <td> <ul style="list-style-type: none"> <li>• 6<sup>th</sup> EcoWorld Women's Summit 2023</li> <li>• Amendment to the Listing Requirements on Conflict of Interest and other areas of Bursa Malaysia Securities Berhad</li> <li>• Mandatory Accreditation Programme Part II: Leading for Impact (LIP)</li> </ul> </td> </tr> <tr> <td>Dato' Leong Kok Wah</td> <td> <ul style="list-style-type: none"> <li>• Advocacy Sessions for Directors and CEOs of Main Market Listed Issuers</li> <li>• Driving Sustainable Success: Strategic Sustainability for Business Leaders</li> <li>• Mandatory Accreditation Programme Part II: Leading for Impact (LIP)</li> </ul> </td> </tr> </tbody> </table>	Director	Programme	Tan Sri Abdul Rashid Bin Abdul Manaf	<ul style="list-style-type: none"> <li>• Driving Sustainable Success: Strategic Sustainability for Business Leaders</li> <li>• Mandatory Accreditation Programme Part II: Leading for Impact (LIP)</li> </ul>	Tan Sri Dato' Sri Liew Kee Sin	<ul style="list-style-type: none"> <li>• 6<sup>th</sup> EcoWorld Women's Summit 2023</li> <li>• Amendment to the Listing Requirements on Conflict of Interest and other areas of Bursa Malaysia Securities Berhad</li> <li>• Mandatory Accreditation Programme Part II: Leading for Impact (LIP)</li> </ul>	Dato' Leong Kok Wah	<ul style="list-style-type: none"> <li>• Advocacy Sessions for Directors and CEOs of Main Market Listed Issuers</li> <li>• Driving Sustainable Success: Strategic Sustainability for Business Leaders</li> <li>• Mandatory Accreditation Programme Part II: Leading for Impact (LIP)</li> </ul>
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	Dato' Chang Khim Wah	<ul style="list-style-type: none"> <li>• CGS-CIMB 15<sup>th</sup> Annual Malaysia Virtual Corporate Day - Resilient and Thriving in an Economic Slowdown</li> <li>• Invest Malaysia 2023 Series 1 - Strengthening Resilience &amp; Sustaining Growth</li> <li>• 6<sup>th</sup> EcoWorld Women's Summit 2023</li> <li>• Enterprise Risk Management - Actualising Its Effectiveness: Essentials for a strategic risk framework, focusing on business and regulatory perspectives</li> <li>• Driving Sustainable Success: Strategic Sustainability for Business Leaders</li> </ul>
	Liew Tian Xiong	<ul style="list-style-type: none"> <li>• Invest Malaysia 2023 Series 1 - Strengthening Resilience &amp; Sustaining Growth</li> <li>• 6<sup>th</sup> EcoWorld Women's Summit 2023</li> <li>• Enterprise Risk Management - Actualising Its Effectiveness: Essentials for a strategic risk framework, focusing on business and regulatory perspectives</li> <li>• Driving Sustainable Success: Strategic Sustainability for Business Leaders</li> </ul>
	Dato' Noor Farida Binti Mohd Ariffin	<ul style="list-style-type: none"> <li>• Enterprise Risk Management - Actualising Its Effectiveness: Essentials for a strategic risk framework, focusing on business and regulatory perspectives</li> <li>• Driving Sustainable Success: Strategic Sustainability for Business Leaders</li> </ul>
	Low Mei Ling	<ul style="list-style-type: none"> <li>• Invest Malaysia 2023 Series 1 - Strengthening Resilience &amp; Sustaining Growth</li> <li>• Enterprise Risk Management - Actualising Its Effectiveness: Essentials for a strategic risk framework, focusing on business and regulatory perspectives</li> <li>• Driving Sustainable Success: Strategic Sustainability for Business Leaders</li> </ul>
	Lim Hiah Eng (Mrs. Lucy Chong)	<ul style="list-style-type: none"> <li>• Bursa Malaysia Immersive Session: The Board "Agender"</li> <li>• Bursa Malaysia - HLIB Stratum Focus Series XIV</li> <li>• Invest Malaysia 2023 Series 1 - Strengthening Resilience &amp; Sustaining Growth</li> <li>• SRI Taxonomy: Insights and Implementation programme</li> <li>• 6<sup>th</sup> EcoWorld Women's Summit 2023</li> <li>• Invest Malaysia Kuala Lumpur 2023 Series 2: Reshaping Malaysia's Narrative</li> </ul>



		<ul style="list-style-type: none"> <li>• Bursa - HLIB Stratum Focus Series</li> <li>• Driving Sustainable Success: Strategic Sustainability for Business Leaders</li> <li>• Invest Malaysia Special Series</li> <li>• Mandatory Accreditation Programme Part II: Leading for Impact (LIP)</li> <li>• ESG, Climate and Trust – The Board’s Role</li> </ul>
	Sar Sau Yee	<ul style="list-style-type: none"> <li>• 6<sup>th</sup> EcoWorld Women's Summit 2023</li> <li>• Driving Sustainable Success: Strategic Sustainability for Business Leaders</li> <li>• Powering Up Homes with Green Energy</li> <li>• Advocacy Sessions for Directors and CEOs of Main Market Listed Issuers</li> <li>• Mandatory Accreditation Programme Part II: Leading for Impact (LIP)</li> <li>• ESG, Climate, and Trust: The Board’s Role</li> </ul>
	Dato’ Seri Rosman Bin Mohamed	<ul style="list-style-type: none"> <li>• 6<sup>th</sup> EcoWorld Women's Summit 2023</li> <li>• Driving Sustainable Success: Strategic Sustainability for Business Leaders</li> </ul>
	Ng Soon Lai @ Ng Siek Chuan	<ul style="list-style-type: none"> <li>• Driving Sustainable Success: Strategic Sustainability for Business Leaders</li> <li>• Distinguished Board Leadership Series for 2023: Can America stop China's rise? Will ASEAN be damaged?"</li> <li>• Amendment in MMLR and Roles of Directors and Senior Management under the Enhanced Sustainability Reporting Framework</li> <li>• MIA Webinar Series: Board of Director Leadership - ESG Essentials</li> <li>• Powering Up Homes with Green Energy</li> </ul>
	Datuk Heah Kok Boon	<ul style="list-style-type: none"> <li>• Share Buy Back: A Regulatory Perspective</li> <li>• Invest Malaysia 2023 Series 1 - Strengthening Resilience &amp; Sustaining Growth</li> <li>• 6<sup>th</sup> EcoWorld Women's Summit 2023</li> <li>• Purchase of Properties by Directors &amp; Persons Related to Them - What you should know?</li> <li>• Enterprise Risk Management - Actualising Its Effectiveness: Essentials for a strategic risk framework, focusing on business and regulatory perspectives</li> <li>• Driving Sustainable Success: Strategic Sustainability for Business Leaders</li> <li>• Introduction of Bursa Carbon Exchange (BCX) &amp; Centralised Sustainability Intelligence Platform (CSIP) Webinar</li> <li>• SC-OCIS Suite Talk: A Conversation with Sustainability Visionaries</li> </ul>

		<ul style="list-style-type: none"> <li>• ChatGPT Prompt Engineering for Financial Professionals</li> <li>• MIA Webinar Series: Payment to Directors - what's allowed and what's disallowed</li> <li>• Management of Cyber Risk</li> </ul>
	<p>The Board Charter is subject to review as and when required and is amended to align with the requirements of the Group, the best practices recommended in the MCCG, the provisions in the MMLR as well as any new regulations that may have an impact on the Board's responsibilities.</p> <p>The Board Charter was reviewed and revised on 26 October 2023 to be in line with the amendments to the MMLR and the revised guide on Code of Ethics for Company Director &amp; Company Secretary, issued by the Companies Commission of Malaysia ("<b>Guide on Code for Company Director &amp; Company Secretary</b>"). The reviewal and approval of sustainability matters such as strategies, key targets, performance, progress, issues, and related policies have been included as the Board's reserved matters.</p> <p>The Board Charter is available on the Company's website at <a href="http://www.ecoworld.my">www.ecoworld.my</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>		
<b>Measure</b> :		
<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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board together with the Senior Management oversees the Group's adherence to high standards of integrity, ethics and professional behaviour. To this end, the Board has established policies and procedures that engender integrity, transparency and fairness to guide the Directors and employees.</p> <p>The Code for Directors and the Code for Employees (collectively "<b>The Codes</b>") have been in place since 2014. The Code for Directors was last reviewed and revised on 26 October 2023 to reflect the relevant updates under the revised Guide on Code for Company Director &amp; Company Secretary, whereas the Code for Employees was last revised in FY2020 to incorporate the elements of the ABC Policy.</p> <p>The ACC Programme, as guided by the Guidelines on Adequate Procedures issued pursuant to Section 17A(5) of the Malaysian Anti-Corruption Commission Act 2009 (Amended 2018), was launched on a group-wide basis in year 2020. The ACC Programme is reviewed by the AC annually to assess the effectiveness of the anti-corruption efforts implemented by the Group. The ACC Programme for FY2024 was approved by the AC on 20 September 2023.</p> <p>The ABC Policy was last revised on 23 March 2023 to formalise the inclusion of the joint ventures and associate companies.</p> <p>As mentioned under item (e) of Practice 1.1 above, all Directors have signed the Integrity Pledge to demonstrate their personal and collective commitment at the Board level against corrupt practice. This is also in line with the Guidance on Good Practice and Checklist for Adequate Procedures published by Transparency International Malaysia.</p> <p>Any queries regarding the Company's anti-bribery and anti-corruption compliance matters can be addressed to the Company's Integrity Team at <a href="mailto:integrityteam@ecoworld.my">integrityteam@ecoworld.my</a>.</p>

	<p>The Codes and the ABC Policy are available on the Company's website at <a href="http://www.ecoworld.my">www.ecoworld.my</a>.</p> <p>The Codes and the ABC Policy are reviewed periodically as and when required to ensure that the standards of professional behaviour are updated and continue to be relevant.</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 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board delegates to the WC the responsibility of protecting the interest of the Group and its stakeholders. The WC investigates all complaints received about alleged misconduct, and takes the necessary actions and reports to the Board. The WC is guided by written procedures for dealing with complaints received from whistleblowers (“Procedures”).</p> <p>The Whistleblowing Policy and the Procedures were revised on 26 October 2023 as recommended by the WC, to align with the Whistleblower Protection Act 2010.</p> <p>The Whistleblowing Policy and the Terms of Reference (“TOR”) of the WC are available on the Company’s website at <a href="http://www.ecoworld.my">www.ecoworld.my</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>		
<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 4.1

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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Sustainability is the Group's No #1 Core Value. The Board, together with the Management, is committed to driving sustainability on the ESG front, both within the Group's operations and the communities that the Group serves.</p> <p>The Group adopts a 3-tier sustainability governance structure which is helmed by the Board with clear roles and responsibilities at Board, senior and middle management levels. This has enabled the sustainability agenda to be effectively embedded into the Group's operating and decision-making processes.</p> <p>The Group had adopted the "EcoWorld Cares Architecture" to streamline the Group's contributions towards the 5P's (People, Planet, Prosperity, People &amp; Partnership) of the Sustainable Development Goals ("SDG(s)"), and act as the pillars and foundation of the Group's ESG efforts to guide and align all the Group's initiatives with the overarching sustainability agenda.</p> <p>The Board reviews and endorses the Group's sustainability roadmap on an annual basis and approves the key ESG focus areas and key performance indicators ("KPI") based on clear commitments, goals, targets and action plans which are set at the start of each financial year.</p> <p>EcoWorld's climate and sustainability strategies are anchored by a materiality assessment and measured through the Group's ESG performance. Additionally, risks and opportunities are continually identified throughout the Group's value chain in the short-, medium- and long-term. The climate and environmental risks have been included into the Group's Enterprise Risk Management ("ERM") framework since FY2022.</p> <p>The Sustainability Committee, led by two Executive Directors with input from an Independent Director, is entrusted by the Board to drive the</p>

	<p>implementation of the Group’s sustainability goals and initiatives, and to report progress to the Board regularly. Membership of the Sustainability Committee includes key Senior Management personnel covering all business and support functions across every region of operations. This ensures the sustainability agenda is prioritised group-wide.</p> <p>The Sustainability Committee is supported by three separate councils (Economic &amp; Governance Council, Green &amp; Operations Council and Social Council) to assist in monitoring the implementation status of ESG initiatives and achievement of KPI.</p> <p>The Company has been a member of the United Nations Global Compact Malaysia &amp; Brunei (“<b>UNGCMYB</b>”) since April 2021. To demonstrate commitment towards ESG initiatives, the Group has been actively engaging with UNGCMYB with the aim of improving its attainment of United Nations Sustainable Development Goals (“<b>UN SDG(s)</b>”) and increasing its knowledge and collaboration with others in the ESG sphere.</p> <p>The vision, mission and brand core values of the Group reflect its commitment towards achieving the United Nations’ sustainable development agenda and set the direction for the Group’s sustainability strategy and focus areas.</p> <p>During FY2023, the Sustainability Committee has rolled out sustainability initiatives by organising roadshows and offering incentives to the employees of the Group to make sustainable lifestyle choices. On top of that, employees are encouraged to practice sustainability in their daily life, by getting them to sign a Sustainability Pledge. Approximately 60% of employees have signed the pledge. This further signifies the Company’s commitment to environmental responsibility and ethical practices.</p> <p>In FY2023, upon recommendation from the Sustainability Committee, the Board endorsed the following initiatives:-</p> <ul style="list-style-type: none"> <li>• Adoption of a Climate Change Policy for the Group to communicate its commitment to addressing the climate crisis and positioning itself to be a climate-resilient business.</li> <li>• The adoption of a “Net Zero 2050 Roadmap”, which delineates the roadmap for achieving net zero carbon by 2050, in line with the National Policy.</li> <li>• Endorsement of a Supplier ESG risk assessment to evaluate the Group’s primary contractors and suppliers to ensure they are ESG compliant. This will strengthen the Group’s sustainability reporting on its value chain and align with Bursa Malaysia Securities’ enhanced reporting guide published in 2022.</li> <li>• Approval of the ESG KPI for Executive Directors and Senior Management in the C-Suite category (“<b>C-Suite Management Personnel</b>”) which linked the achievement of the Group’s</li> </ul>
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	<p>sustainability goals and KPI to their performance evaluation and remunerations.</p> <p>The Group’s efforts on sustainability and commitment to excellence have won several accolades over the years. In FY2023, the Company won the following awards:-</p> <ul style="list-style-type: none"> <li>• SDG Ambition Benchmark 9: Land Degradation Neutrality Including Zero Deforestation at the UNGCMYB Sustainability Performance Awards 2022;</li> <li>• Environmental &amp; Landscape Management Award for the Sustainable Management Plan of Dragonfly Park in Eco Grandeur at the Malaysia Landscape Architecture Awards (MLAA13) 2022;</li> <li>• Gold Winner for the Environmental Category of Sustainable Ecosystems at the Star ESG Positive Impact Awards 2022;</li> <li>• Excellence in Place Regeneration Award for Bukit Bintang City Centre at the Edge Property Development Excellence Award 2023;</li> <li>• Deputy CEO, Mr. Liew Tian Xiong was recognised as 2<sup>nd</sup> Runner Up for the CEO Champion Award at the Life At Work Awards 2023; and</li> <li>• Sustainability Awareness and Employee Engagement Recognition at the UNGCMYB Forward Faster Sustainability Awards 2023.</li> </ul> <p>Details of the Group’s sustainability governance framework, initiatives, material sustainability matters, key risks and opportunities as well as KPI, are set out in the Sustainability Report 2023 as well as the Integrated Annual Report 2023.</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

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.

<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	<p>The Group's sustainability strategies, priorities and targets as well as performance against these targets are communicated to its internal and external stakeholders (including but not limited to employees, customers, investors, regulators, contractors &amp; suppliers, media and non-governmental organisations) regularly through various channels.</p> <p><b><u>Sustainability Report</u></b></p> <p>The Sustainability Report, which elaborates on the Group's sustainability journey, the UN SDGs, sustainability governance framework, KPI, material sustainability matters, approaches and efforts, is prepared on an annual basis to enable a better understanding of the Group's aspirations and achievements on sustainability.</p> <p>The Sustainability Report is available on the Company's website at <a href="http://www.ecoworld.my">www.ecoworld.my</a> as well as the website of Bursa Malaysia Securities.</p> <p><b><u>Awareness and training programmes, press releases and conferences, engagement sessions</u></b></p> <p>The Group organises dialogues and sessions to promote ESG awareness to its employees, business associates and communities. Regular updates of the Group's sustainability journey and numerous activities are organised for EcoWorld's communities to highlight the Group's collective responsibility in this important area and encourage positive action to be taken. This also serves to keep its stakeholders informed of matters relating to sustainability, to increase their awareness of the Group's sustainability efforts and to obtain their support and cooperation on sustainability initiatives.</p> <p><b><u>"Sustainability" section on the Company's website</u></b></p> <p>A section on sustainability is available on the Company's website at <a href="http://www.ecoworld.my">www.ecoworld.my</a> to provide further information on the Group's commitments towards the SDGs, the Group's sustainability governance structure, policies and sustainability reports. The information is easily accessible by the public.</p>

	<p><b><u>Dissemination of information by the Sustainability Committee and its councils</u></b></p> <p>The Sustainability Committee and its three councils namely Economic &amp; Governance Council, Green &amp; Operations Council and Social Council, lead the Group’s internal communication via the conduct of meetings, townhall sessions, emails and internal communication channels. This serves to ensure all levels of employees are kept informed of the Group’s ESG initiatives, plans and targets that align with the broader sustainability agenda. Information is also disseminated through online portals and emails to keep the Group updated on the latest initiatives and objectives.</p> <p>Further details on the Group’s communication with stakeholders in relation to ESG are disclosed in the Stakeholder Relationship on pages 32 to 35 of the Integrated Annual Report 2023.</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 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board received regular updates from the Sustainability Committee on the ESG initiatives undertaken by the Group, key observations, KPI, targets, regulatory recommendations, etc., in relation to sustainability matters.</p> <p>In FY2023, the Board revised its Board Charter to include sustainability matters, including reviewing and approving of sustainability strategies, key targets, performance, progress and issues as well as sustainability related policies as Board's reserved matters. This is to ensure that the Board stays abreast and is informed of the sustainability issues of the Group and its business.</p> <p>To further enhance the Board's oversight on sustainability matters of the Group, the Board appointed an Independent Director to be a member of the Sustainability Committee. The enhanced structure provides greater assurance to the Board that the effects, risks and opportunities of climate change as well as broader corporate governance and social responsibility considerations are effectively incorporated into the Group's decision-making processes as part of the overall sustainability governance of the Group.</p> <p>The list of matters reported in FY2023 by the Sustainability Committee to the Board are set out in Practice 4.5 of this Corporate Governance Report.</p> <p>The Board via the Management also receives regular updates on sustainability matters issued by the regulators. To further keep abreast with the latest development, the Directors attended several training sessions in FY2023 on sustainability matters as set out under Practice 2.1 of this Corporate Governance Report. As of the issuance date of this Corporate Governance Report, 9 out of the 12 Directors (including 1 Alternate Director) have attended the Mandatory Accreditation Programme II ("MAP II"), ahead of 1 August 2025, being the last date to complete the MAP II, while 2 more Directors have registered for the MAP II in February and June 2024.</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**

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.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Directors’ evaluation forms include a review of the performance of each individual Director, as well as the Board as a whole, in addressing the Group’s material sustainability risks and opportunities.</p> <p>In FY2023, the Board approved the revised KPI for Executive Directors and C-Suite Management Personnel to be linked with the achievement of the Group’s sustainability goals.</p> <p>The Directors’ Remuneration Policy and C-Suite Remuneration Policy of the Company have incorporated the ESG element in determining the remuneration of the Executive Directors and C-Suite Management Personnel.</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

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.

<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>	: <p>The Sustainability Committee was established in FY2017 to oversee the implementation of business sustainability practices within the Group.</p> <p>Dato' Chang, the President &amp; CEO of the Group was appointed as the Chairman of the Sustainability Committee on 14 September 2017 to lead and drive the Group's ESG agenda through:-</p> <ul style="list-style-type: none"><li>• developing sustainability policies;</li><li>• reviewing and approving sustainability related internal guidelines; and</li><li>• overseeing the implementation of sustainability initiatives.</li></ul> <p>The Board endorses the Group's sustainability roadmap on an annual basis. Key ESG focus areas and KPI with clear commitments and action plans were set based on operational goals and targets agreed upon at the start of each financial year.</p> <p>In FY2023, the Sustainability Committee reported the following matters to the Board:-</p> <ul style="list-style-type: none"><li>• Updates on the sustainability efforts and activities undertaken by the Group.</li><li>• Update on the inaugural issuance of the Integrated Annual Report for FY2023 with ESG elements.</li><li>• Adoption of a Climate Change Policy to communicate the Group's commitment in addressing climate crisis and positioning itself to be a climate-resilient business.</li><li>• Developed a Supplier ESG risk assessment to ensure the Group's primary contractors and suppliers align with the Group's sustainability objectives and commitment to be responsible in business practices to enhance the Group's supply chain.</li><li>• Adoption of a "Net Zero 2050 Roadmap", which outlines the Group's strategic journey to achieve net zero greenhouse gas ("GHG") emissions.</li></ul>

	<ul style="list-style-type: none"> <li>• The reporting framework, approach, scope and boundary of the Sustainability Report for FY2023.</li> <li>• Updates on the Group’s commitments to the UN SDGs.</li> <li>• Updates on the list of material matters and sustainability KPI for FY2023.</li> <li>• Updates on FY2023 value creation model with expansion to include the disclosure of risk and opportunities, as well as long-term value for stakeholders.</li> <li>• Enhanced Task Force on Climate-related Financial Disclosures (“<b>TCFD</b>”) reporting to increase compliance with TCFD, development of Climate Scenario Analysis (Qualitative) and expansion of Scope 3 GHG emissions reporting.</li> <li>• Updates on the latest sustainability-related disclosure requirements by Bursa Malaysia Securities.</li> <li>• Updates on the Group’s FTSE4Good ESG Score and areas identified for improvement.</li> <li>• Proposed implementation of ESG KPI for Executive Directors and C-Suite Management Personnel.</li> <li>• Sustainability awards received by the Company.</li> </ul>
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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 5.1

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.

<b>Application</b>	:	Applied						
<b>Explanation on application of the practice</b>	:	<p>The NC is tasked with the following responsibilities to ensure that the Board comprises an appropriate mix of skills, knowledge, experience, independence, competencies and diversity:-</p> <ul style="list-style-type: none"><li>• ensure that the composition of the Board and Board Committees adhere to the MMLR, the MCCG, the Company's Constitution ("<b>Constitution</b>") and any relevant regulations;</li><li>• consider and recommend to the Board, potential candidates to be appointed as Directors based on the criteria set out in the Directors' Fit and Proper Policy ("<b>Fit &amp; Proper Policy</b>");</li><li>• ensure that every Director is subject to retirement at least once every 3 years and assess the performance and contribution of the retiring Director before recommending the re-election to the Board for approval by the shareholders;</li><li>• assess annually, the independence of each Independent Director; and</li><li>• assess annually, the structure, size and composition of the Board as well as the effectiveness of the Board as a whole and each Director individually.</li></ul> <p>At the Company's 49<sup>th</sup> AGM held on 30 March 2023, the following Independent Non-Executive Directors retired from the Board in accordance with Article 126 of the Constitution and did not seek re-election:-</p> <table border="1"><thead><tr><th><b>Name</b></th><th><b>Length of service as at 49<sup>th</sup> AGM</b></th></tr></thead><tbody><tr><td>Mr. Tang Kin Kheong ("<b>Mr. Tang</b>")</td><td>9 years 4 months</td></tr><tr><td>Dato' Haji Obet Bin Tawil ("<b>Dato' Haji Obet</b>")</td><td>8 years 7 months</td></tr></tbody></table> <p>Following the above departures from the Board, the NC reviewed the composition of the Board and Board Committees and recommended the appointment of Mr. Ng Soon Lai @ Ng Siek Chuan ("<b>Mr. Ng</b>") to the Board as an Independent Non-Executive Director and a member of the AC.</p>	<b>Name</b>	<b>Length of service as at 49<sup>th</sup> AGM</b>	Mr. Tang Kin Kheong (" <b>Mr. Tang</b> ")	9 years 4 months	Dato' Haji Obet Bin Tawil (" <b>Dato' Haji Obet</b> ")	8 years 7 months
<b>Name</b>	<b>Length of service as at 49<sup>th</sup> AGM</b>							
Mr. Tang Kin Kheong (" <b>Mr. Tang</b> ")	9 years 4 months							
Dato' Haji Obet Bin Tawil (" <b>Dato' Haji Obet</b> ")	8 years 7 months							



As part of the process leading to Mr. Ng's appointment, the NC:-

- interviewed Mr. Ng in addition to reviewing his background, qualifications, experience and his ability to strengthen the Board profile, Board diversity and bring independent and objective judgement to the Board as a whole;
- conducted fit and proper assessment and evaluation on the probity, personal integrity, reputation and financial integrity of Mr. Ng and was satisfied that Mr. Ng had met the fit and proper criteria as required under the MMLR;
- reviewed and assessed the potential COI of Mr. Ng with the Company; and
- reviewed, assessed and recommended changes to the composition of the Board Committees, having considered the mix of skills, experience and diversity required in the Board Committees.

The composition of the Board Committees incorporating changes since the previous year, are disclosed in page 9 of the Integrated Annual Report 2023.

On 14 November 2023, the NC ascertained that the following Directors were subject to retirement at the forthcoming 50<sup>th</sup> AGM of the Company in accordance with Article 126 and Article 123 of the Constitution.

<b>Retiring Director</b>	<b>Directorship</b>	<b>Length of Service as at date of 50<sup>th</sup> AGM</b>
Tan Sri Liew	Executive Chairman	9 years 10 months
Dato' Noor Farida Binti Mohd Ariffin (" <b>Dato' Noor Farida</b> ")	Independent Director	9 years
Mrs. Lucy Chong	Independent Director	3 years and 10 months
Mr. Ng	Independent Director	9 months

Dato' Noor Farida has indicated her intention to retire and not to seek re-election at the 50<sup>th</sup> AGM, in line with Practice 5.3 of the MCCG, which does not encourage independent directors to serve for more than 9 years.

The NC has reviewed and assessed the performance of each of the remaining Retiring Directors, namely, Tan Sri Liew, Mrs. Lucy Chong and Mr. Ng, who have offered themselves for re-election at the 50<sup>th</sup> AGM.

Based on the review and assessment, the NC was satisfied with the performance and contributions of the remaining Retiring Directors and

	recommended to the Board that the necessary resolutions for their re-election be tabled at the 50 <sup>th</sup> AGM.	
<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 5.2

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

<b>Application</b>	:	Applied														
<b>Explanation on application of the practice</b>	:	The Board currently comprises 11 directors, with a majority of Board are Independent Directors, as follows:-														
		<table border="1"> <thead> <tr> <th>Designation</th> <th>Number</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Executive Directors</td> <td>3</td> <td>27%</td> </tr> <tr> <td>Independent Non-Executive Directors</td> <td>6</td> <td>55%</td> </tr> <tr> <td>Non-Independent Non-Executive Directors</td> <td>2</td> <td>18%</td> </tr> <tr> <td><b>Total</b></td> <td><b>11</b></td> <td><b>100%</b></td> </tr> </tbody> </table>		Designation	Number	Percentage	Executive Directors	3	27%	Independent Non-Executive Directors	6	55%	Non-Independent Non-Executive Directors	2	18%	<b>Total</b>
Designation	Number	Percentage														
Executive Directors	3	27%														
Independent Non-Executive Directors	6	55%														
Non-Independent Non-Executive Directors	2	18%														
<b>Total</b>	<b>11</b>	<b>100%</b>														
		<p><i>Note: Datuk Heah Kok Boon (“Datuk Heah”) who is the Alternate Director to Tan Sri Liew, is not taken into account in computing the Board composition.</i></p> <p>Following the retirement of Dato’ Noor Farida at the 50<sup>th</sup> AGM (as explained above under Practice 5.1), the number of Independent Directors would be reduced to 5, which is 50% of the total number of Directors on the Board. The Board will endeavour to restore the number of Independent Directors in due course, such that they form the majority on the Board and comply with Practice 5.2.</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

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.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	Save for 1 Independent Director who retired at the 49 <sup>th</sup> AGM held on 30 March 2023 after serving slightly over 9 years, none of the other (past or existing) Independent Directors have served on the Board for more than 9 years.	
<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.*

<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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Equality, diversity and inclusion are fundamental to the culture and core values of the Group and are aligned with the Group's commitment to the SDGs approved by the United Nations.</p> <p>The Board has since FY2022 formalised a policy on Equality, Diversity &amp; Inclusion ("<b>EDI Policy</b>") that sets out the Group's commitment towards creating equality, diversity and inclusion in the workplace.</p> <p>In 2022, the Board also adopted a Fit &amp; Proper Policy which sets out the approach, guidelines and procedures to ensure that a formal, rigorous and transparent process is adhered to for the appointment, re-appointment or re-election of Directors. It serves as a guide to the NC and the Board in conducting the necessary assessment to ensure that candidates have the necessary character, experience, integrity, competence and time to effectively discharge their role before they are appointed to the Board.</p> <p>The Fit &amp; Proper Policy was revised on 14 December 2023 to include the requirement of conducting background checks on board candidates as part of the pre-requisites prior to their appointments.</p> <p>Both the EDI Policy and the revised Fit &amp; Proper Policy are available on the Company's website at <a href="http://www.ecoworld.my">www.ecoworld.my</a>.</p> <p>The Board has delegated to the NC the responsibility for assessing candidates for appointment to the Board and making recommendations to the Board on the appropriate Board size and composition, with the ultimate decision being made by the Board as a whole.</p> <p>To ensure that Directors are able to devote sufficient time to serve on the Board effectively, they are required to disclose their directorships in other companies (including private companies, public companies, both listed and not listed, as well as not-for-profit organisations) to the NC for assessment of their time commitment.</p>

	<p>In assessing candidates for Senior Management positions, the Board and the NC take into account the challenges and opportunities faced by the Group, the leadership needs of the Group, and the candidate's technical capabilities, experience, professional qualifications and potential for appointment to the Board in future. The Group ensures that women candidates are sought and considered in the recruitment exercise. Presently women make up 55% of the Senior Management team.</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**

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.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	As provided by the Board Charter, in identifying candidates for appointment as Director, the Board does not solely rely on recommendations from existing Board members, Senior Management or major shareholders. The Board may utilise independent sources to identify suitably qualified candidates, not limited to source from a Directors' Registry, open advertisements and independent search firms.	
<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 5.7

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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The profiles of the Retiring Directors who are standing for re-election at the forthcoming 50<sup>th</sup> AGM are set out in the Board Profiles on pages 70, 73 and 75 of the Integrated Annual Report 2023.</p> <p>The recommendation of the Board on the proposed re-election of the Retiring Directors are set out in the explanatory notes to the Notice of the 50<sup>th</sup> AGM of the Company.</p> <p>The Integrated Annual Report 2023 and Notice of the 50<sup>th</sup> AGM are available on the Company's website at <a href="http://www.ecoworld.my">www.ecoworld.my</a> as well as the website of Bursa Malaysia Securities.</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 5.8**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The NC is chaired by Mrs. Lucy Chong who is an Independent Director.	
<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 5.9**

The board comprises at least 30% women directors.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Board currently comprises 11 Directors, of which 4, or 36% of the Board are women. Upon the retirement of Dato' Noor Farida at the forthcoming 50<sup>th</sup> AGM, the percentage of women Directors on the Board will be 30%.</p> <p><i>Note: Datuk Heah who is the Alternate Director to Tan Sri Liew, is not taken into account in computing the Board composition.</i></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 5.10**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The Company had in place an EDI Policy, the information of which is disclosed in the NC Report on page 93 of the Integrated Annual Report 2023.	
<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

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

### Practice 6.1

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

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

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
<b>Application</b>	: Departure
<b>Explanation on application of the practice</b>	:
<b>Explanation for departure</b>	: <p>Following the retirement of Mr. Tang and Dato' Haji Obet at the 49<sup>th</sup> AGM of the Company, Mr. Ng was appointed to the Board on 22 June 2023. Additionally, Dato' Noor Farida will be retiring from the Board at the forthcoming 50<sup>th</sup> AGM and her replacement is currently being sought.</p> <p>As the Board is still undergoing a period of refreshment, the Board is of the view that the engagement of independent experts to perform a formal and objective Board evaluation should be deferred until the composition of the Board has been stabilised.</p> <p>As an alternative, the NC continues to undertake internally the annual assessment and evaluation of the Board, Board Committees, Independent Directors and individual Directors.</p> <p>The assessments and evaluations are carried out by way of self- and peer-evaluation through the completion of questionnaires on a confidential basis. The questionnaires, drafted by the NC with the assistance of the Company Secretaries, are updated annually to continuously engage the Directors' perspectives on fresh and relevant areas and to ensure that they continue to be pertinent to the requirements of the Board and the Group.</p> <p>The following 5 evaluation forms are used:-</p> <ul style="list-style-type: none"><li>(i) Independent Director's Self-Assessment Checklist;</li><li>(ii) Director's Self Performance Evaluation;</li><li>(iii) Board and Board Committees Performance Evaluation;</li><li>(iv) Audit Committee Performance Evaluation; and</li></ul>

	<p>(v) Audit Committee Member’s Self-Performance Evaluation.</p> <p>The Board and Board Committees are assessed as a whole, while Directors are assessed individually. A scoring mechanism is used to provide respondents with context.</p> <p>The criteria for Director’s self-performance covers areas such as contributions to matters discussed, roles and responsibilities and overall quality of input to Board effectiveness.</p> <p>For Board and Board Committee assessments, the criteria include structure and composition, operation, roles and responsibilities as well as Board governance.</p> <p>Independent Directors are assessed based on their relationship with the Group and whether they have been involved in any significant transactions with the Group. In assessing their independence, the Board considers the individual Independent Directors’ ability to exercise independent judgement at all times and based on the criteria set out in the MMLR.</p> <p>The Board noted on the evaluation results, as detailed below, presented by the Chairperson of the NC during its Board meeting held on 7 February 2024:-</p> <ul style="list-style-type: none"> <li>• The NC was satisfied with the level of independence demonstrated by the Independent Directors and their ability to provide unbiased, impartial and objective opinions during meetings and to act in the best interest of the Group.</li> <li>• The NC was of the view that each Director had performed their respective roles and functions effectively and responsibly.</li> <li>• The NC was satisfied with the performance of the Board as a whole.</li> <li>• The NC was of the view that each Director was satisfied with each other’s contribution in terms of sharing their insights and actively participating in Board and Board Committees discussions.</li> <li>• The NC was of the view that all the Board Committees have discharged their roles and responsibilities as per their TOR.</li> <li>• The NC was generally satisfied with the Board’s current size, composition as well as the mix of skill sets.</li> </ul>
<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>: The Board will adopt the recommendation to appoint independent experts to facilitate objective and candid Board evaluation once the Board composition has stabilised.</p>
<p><b>Timeframe</b></p>	<p>: Others</p>
	<p>As and when appropriate</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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has in place a Directors' Remuneration Policy and a C-Suite Remuneration Policy for C-Suite Management personnel.</p> <p>The objective of these remuneration policies is to set the appropriate levels of remuneration that allow the Group to attract and retain talented and well-qualified people in line with the Group's long-term business strategies. Both the remuneration policies are periodically reviewed by the RC to ensure their effectiveness and continued relevance.</p> <p>The Directors' Remuneration Policy and C-Suite Remuneration Policy were last revised in 2022 to incorporate the ESG element as an additional measurement to determine the level of remuneration, which aligns with the recommendation by the MCGG.</p> <p>The Directors' Remuneration Policy and the C-Suite Remuneration Policy are available on the Company's website at <a href="http://www.ecoworld.my">www.ecoworld.my</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>		
<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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has a RC to assist on matters relating to the remuneration of Directors and C-Suite Management personnel. The RC is charged with the duties of developing, establishing and implementing competitive remuneration policies and packages for Directors and C-Suite Management personnel.</p> <p>The RC has since FY2019 formulated a revised remuneration structure for the Non-Executive Directors which reflects their level of responsibilities, experience required and time demanded to discharge their duties and responsibilities, based on a benchmarking study conducted by an external consultant.</p> <p>To ensure the remuneration package of the employees commensurate with the market, the Board had during FY2023, endorsed the total compensation or remuneration philosophy of the Group. Consequentially, the RC had reviewed the remuneration of the C-Suite Management Personnel who are also the Executive Directors, based on the compensation benchmarking study conducted by an external consultant.</p> <p>The remuneration for the Executive Chairman was also reviewed based on the compensation benchmarking analysis conducted by the Management. The information was extracted from the available data from the Corporate Governance Report of property development companies.</p> <p>The composition and the work carried out by the RC to discharge its duties for FY2023 are set out in the RC report on page 97 of the Integrated Annual Report 2023.</p>



	The RC has written TOR to set out the authority, roles and responsibilities of the RC, which is available on the Company's website at <a href="http://www.ecoworld.my">www.ecoworld.my</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

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 details of the Directors' remuneration received in FY2023 are set out on pages 51 and 52 of this Corporate Governance Report.</p> <p>The fees paid to Non-Independent Non-Executive Directors and Independent Directors were related to their services rendered in FY2022. Hence, no fees were paid to Mr. Ng, who was only appointed on 22 June 2023.</p> <p>The remuneration for Executive Directors in FY2023 was in respect of their executive roles in the Group.</p> <p>The remuneration paid to Datuk Heah (who is the Alternate Director to Tan Sri Liew and the Chief Financial Officer ("CFO") of the Group), as disclosed under the top five Senior Management personnel's remuneration under Practice 8.2 of this Corporate Governance Report was in relation to his role as the CFO of the Group.</p> <p>The emoluments paid to the Independent Directors who retired at the 49<sup>th</sup> AGM, namely Mr. Tang, Dato' Haji Obet as well as Dato' Idrose Bin Mohamed, a former Independent Director who retired at the 48<sup>th</sup> AGM of the Company, was in respect of the retirement gratuity, in recognition and appreciation of their services and contribution to the Company.</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	Tan Sri Abdul Rashid Bin Abdul Manaf	Non-Executive Non-Independent Director	166.4	12.0	0	0	78.9	0	257.3	0	0	0	0	0	0	0
2	Tan Sri Dato' Sri Liew Kee Sin	Executive Director	0	0	0	0	0	0	0	0	54.0	4,368.2	11,320.8	1,887.0	0	17,630.0
3	Dato' Leong Kok Wah	Non-Executive Non-Independent Director	128.0	14.0	0	0	132.3	0	274.3	0	0	0	0	0	0	0
4	Dato' Chang Khim Wah	Executive Director	0	0	0	0	0	0	0	0	94.0	2,579.3	3,782.1	52.2	0	6,507.6
5	Liew Tian Xiong	Executive Director	0	0	0	0	0	0	0	0	91.3	1,033.4	814.3	150.0	0	2,089.0
6	Low Mei Ling	Independent Director	183.4	40.0	0	0	0	0	223.4	0	0	0	0	0	0	0
7	Dato' Noor Farida Binti Mohd Ariffin	Independent Director	192.0	40.0	0	0	0	0	232.0	0	0	0	0	0	0	0
8	Mrs. Lucy Chong	Independent Director	142.5	20.0	0	0	0	0	162.5	0	0	0	0	0	0	0
9	Sar Sau Yee	Independent Director	136.5	18.0	0	0	0	0	154.5	0	0	0	0	0	0	0
10	Dato' Seri Rosman Bin Mohamed	Independent Director	58.1	28.0	0	0	0	0	86.1	0	0	0	0	0	0	0
11	Mr. Ng Soon Lai @ Ng Siek Chuan (Appointed on 22 June 2023)	Independent Director	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12	Tang Kin Kheong (Retired on 30 March 2023)	Independent Director	204.8	34.0	0	0	0	150.0	388.8	0	0	0	0	0	0	0

13	Dato' Haji Obet Bin Tawil (Retired on 30 March 2023)	Independent Director	140.8	16.0	0	0	0	100.0	256.8	0	0	0	0	0	0	0
14	Dato' Idrose Bin Mohamed (Retired on 24 March 2022)	Independent Director	80.8	0	0	0	0	100.0	180.8	0	0	0	0	0	0	0
15	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

### Intended Outcome

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

### Practice 8.2

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

<b>Application</b>	:	Departure	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:	The Board has decided not to disclose the top 5 Senior Management personnel's remuneration on a named basis due to personal security concerns on the part of the personnel involved. Further, such detailed disclosure is not favourable to the Group as talent poaching is common in the property industry.	
		As an alternative, the Group has disclosed the remuneration received by its top 5 Senior Management personnel in bands of RM50,000 and the number of persons in each band, as follows:	
		<b>Total Remuneration in Bands of RM50,000</b>	<b>No. of Key Senior Management personnel</b>
		RM2,151,000 to RM2,200,000	1
		RM2,100,001 to RM2,150,000	1
		RM1,950,001 to RM2,000,000	1
		RM1,850,001 to RM1,900,000	1
		RM1,100,001 to RM1,150,000	1
		The remuneration of Senior Management personnel is benchmarked against other property development companies to ensure that their remuneration commensurate with the scope of work, responsibilities, performance against KPI as well as the Group's performance.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:	The Board will continue to review the application of this practice from time to time and consider the appropriateness of such disclosure.	
<b>Timeframe</b>	:	Others	As and when appropriate.

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
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.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The Chairperson of the AC is Mdm. Low Mei Ling, who is not the Chairperson of the Board.	
<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.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The TOR of the AC and the External Auditors Assessment Policy ("EAA Policy") have since 2022 embedded the requirement for a former partner of the external audit firm to observe a cooling-off period of at least 3 years before being appointed as a member of the AC.  The EAA Policy and the TOR of the AC are available on the Company's website at <a href="http://www.ecoworld.my">www.ecoworld.my</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

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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>It is the duty of the AC to annually assess the suitability, objectivity and independence of the external auditors to safeguard the quality and reliability of audited financial statements, as set out in its TOR which is available on the Company's website at <a href="http://www.ecoworld.my">www.ecoworld.my</a>.</p> <p>The Board has adopted an EAA Policy which sets out the guidelines and procedures to be undertaken by the AC to discharge its responsibility for assessing the suitability, appointment, independence and performance of the external auditors. The EAA Policy was last revised in 2022 to align with the MCCG to strengthen the practices on the assessment of the suitability of external auditors. A copy of the EAA Policy is available on the Company's website at <a href="http://www.ecoworld.my">www.ecoworld.my</a>.</p> <p>During its meeting held on 14 November 2023, the AC assessed the suitability, effectiveness and independence of its external auditors, namely Messrs Baker Tilly Monteiro Heng PLT ("BTMH").</p> <p>During the aforesaid meeting, the AC deliberated on each criterion set out in the evaluation form which covered areas such as calibre, quality of processes and services, competency and commitment, independence and objectivity, audit scope and planning, fees, communication and interaction and adequacy of experience as well as resources. The AC also referred to the information in BTMH's Annual Transparency Report as part of the assessment.</p> <p>The AC met with representatives from BTMH on 13 December 2023 to finalise its assessment. The AC concluded that it was satisfied with the independence and performance of BTMH and accordingly recommended the re-appointment of BTMH as the external auditors of the Company for the ensuing year.</p>
<b>Explanation for departure</b>	:	

*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**

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>	:	All 4 members of the AC are Independent Directors.  The composition of the AC is set out in the AC Report on page 88 of the Integrated Annual Report 2023.

## 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is satisfied that the AC members possess the necessary skills to discharge its duties and are financially literate, competent and have the ability to understand matters under the purview of the AC including the financial reporting process. The profile of the AC members is set out in the Integrated Annual Report 2023.</p> <p>The AC members attend training programmes and seminars to keep themselves abreast of relevant developments in standards and practices in accounting and auditing, listing requirements, corporate law, risk management and changes in the business environment.</p> <p>Details of the training programmes and seminars attended by the AC members during FY2023 are set out under Practice 2.1 of this Corporate Governance Report.</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

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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is responsible for ensuring both the adequacy and integrity of the Group's internal control systems and the existence of a sound framework for internal controls and risk management.</p> <p>The Board has established the ERM framework that outlines the Group's risk management system, defines Management's responsibilities and sets out the risk appetite and risk tolerance of the Group. The framework is incorporated into the RMPG.</p> <p>The RMPG embeds the Group's system of risk management into the ERM framework which outlines the Group's risks and the on-going process for risk identification, assessment and treatment with continuous monitoring, review and communication in order to provide reasonable assurance regarding the achievement of the Group's objectives.</p> <p>The Group's Risk Appetite Statement was formalised in FY2022 to provide clear guidelines on the risk parameters that must be observed in the attainment of the Group's strategic goals and targets.</p> <p>The Risk Management Committee ("<b>RMC</b>") comprises Senior Management, oversees risk management matters within the Group and reports to the AC on a half-yearly basis on the Group's aggregated risk position and significant risk issues.</p> <p>The RMC ensures that the implementation of the RMPG is properly carried out throughout the Group by the Management. Additionally, the RMC also conducts an annual review of the Group's risk parameters to ensure that changes in circumstances or risk appetite are accurately reflected in the risk parameters.</p> <p>Group Corporate Governance Department ("<b>GCG</b>") undertakes the internal audit function and assists the AC in assessing the effectiveness of the Group's governance, risk management and internal control processes.</p> <p>The Integrity Team is responsible for the effective operation of the ACC Programme.</p>

	<p>During FY2023, the ongoing Fraud Risk Assessment programme implemented by the Board continued, aiming at formulating and implementing risk treatment plans to mitigate identified risks across various segments of the Group’s business.</p> <p>In FY2023, the Board had also approved the following:</p> <ul style="list-style-type: none"> <li>(a) revision of the Group’s Risk Appetite Statement to include climate change as a new key risk area;</li> <li>(b) adjustment of the Group’s risk parameters to reflect a new approach for assessing risk; and</li> <li>(c) revision of the Group’s RMPG document to align with the Group’s current practices, the updated risk parameters and Risk Appetite Statement.</li> </ul> <p>The Group recognises the critical significance of adhering to internal control processes. The Group has established the Quality Management System (“<b>QMS</b>”) and Environment Management System (“<b>EMS</b>”), both of which have received successful accreditation from SIRIM since the year 2014, aligning with the ISO 9001:2015 standard for QMS and ISO 14001:2015 standard for EMS. A clearly defined set of business operations and processes has been implemented and maintained to foster consistent practices. This not only ensures internal control measures are in place within the organisation but also improves operational efficiency.</p> <p>Details of the Group’s risk organisational structure, risk management practices, the ERM framework and internal control within the Group are set out in the Statement on Risk Management and Internal Control on pages 101 to 106 of the Integrated Annual Report 2023.</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.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The Group's ERM framework and internal control system are disclosed in the Statement on Risk Management and Internal Control set out on pages 101 to 106 of the Integrated Annual Report 2023.	
<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**

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.

<b>Application</b> :	Not Adopted
<b>Explanation on adoption of the practice</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 11.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The internal audit function is performed in-house by GCG. GCG is an independent function within the Group to assess the adequacy and effectiveness of internal controls and to monitor if the established controls are operating as intended by applying standards on internal auditing promulgated by the Institute of Internal Auditors (“<b>IIA</b>”).</p> <p>Functionally, GCG reports directly to the AC whom the GCG team has full access to the AC Chairperson for consultation and clarification on audit engagements as well as other audit related matters. Administratively, GCG reports to the Senior Management.</p> <p>All internal auditing activities are guided by the Audit Charter which defines the roles and responsibilities, scope of work, independence and objectivity of the internal audit function. The Audit Methodology serves as a guide to the internal audit team to ensure uniformity of approach in undertaking internal audit engagements.</p> <p>The Audit Charter was reviewed in FY2021 to ensure it is aligned with the IIA’s International Professional Practices Framework (“<b>IPPF</b>”).</p> <p>GCG adopts a risk-based approach to carry out its activities based on an internal audit annual plan approved by the AC. The AC reviews annually the adequacy of the scope, functions and resources of GCG to ensure that the responsibilities of GCG can be fully discharged. During FY2023, there was no undue limitation experienced by GCG on its authority to access records, assets and personnel of the Group in the performance of its works.</p> <p>The internal audit annual plan for FY2023 was developed based on a risk-based approach considering the Group’s key strategies, AC’s and management’s concerns (including company risk profiles), materiality of transactions and balances, regulatory requirements, GCG’s approved strategic plan, auditable areas, and evaluation of past audit results. The plan was reviewed and approved by the AC on 14 September 2022. The AC had subsequently on 21 June 2023, approved a revision to the plan after considering the changes in the business operating environment and the corresponding materiality and impact that require auditing.</p>

	<p>The AC ensures that the responsibilities of GCG are properly discharged through:-</p> <ul style="list-style-type: none"> <li>• reviewing and approving the internal audit annual plan, considering the adequacy of the scope and coverage of the Group’s activities;</li> <li>• reviewing the results of all internal audit assignments and follow-up audit undertaken, and ensuring that appropriate actions are taken on a timely basis by the Management in accordance with audit recommendations to address the identified risks or control weaknesses;</li> <li>• reviewing the department’s annual budget, including the budget for staff training, and ensuring sufficient resources are allocated to GCG to perform their tasks competently and effectively;</li> <li>• ensuring that GCG is independent of the activities it audits and from the day-to-day operations of the Business Units, and free from any COI or relationships that could affect GCG’s objectivity and independence;</li> <li>• ensuring that the Head of GCG reports functionally to the AC directly without any restriction;</li> <li>• appraising the performance of GCG on an annual basis, including the adequacy and competency of GCG’s resources to carry out internal audit engagement works; and</li> <li>• reviewing the appointment or termination of senior GCG staff members.</li> </ul> <p>During FY2023, GCG personnel attended trainings and conferences, both virtual and physical, covering skills and knowledge that collectively contribute to the internal auditors’ ability to provide independent and objective assessment of the Group’s processes, controls and risk management practices, while maintaining, the required professional development.</p> <p>On 14 November 2023, the AC completed its annual assessment of GCG and was satisfied with the overall performance of GCG in FY2023.</p> <p>During FY2023, the AC also engaged the Institute of Internal Auditors Malaysia (“IIAM”) to perform an external Quality Assessment Review (“QAR”) on the internal audit function by virtue of Self-Assessment with Independent Validation (SAIV). GCG self-assessed its works and presented to IIAM for an independent validation on the outcome of self-assessment. This QAR exercise was conducted in accordance with the Standards of the IPPF.</p>
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	<p>During the AC meeting held on 5 February 2024, the AC took note of the results of the QAR exercise, whereby GCG has generally conformed with all the applicable IIA Standards.</p> <p>The functions and the work carried by GCG for FY2023 are set out in the AC Report on page 91 of the Integrated Annual Report 2023.</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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Head of GCG, Mr. Jeff Lee Choong Yin, has more than 20 years of internal and external audit experiences. He is a permanent affiliate of the Association of Chartered Certified Accountants (ACCA) and a professional member of the IIAM. He is assisted by 4 internal audit personnel who are either degree holders or professionals from related disciplines with years of working experience ranging from 3 to 15 years.</p> <p>The Head of GCG and the team are independent from the operational activities of the Group and they do not hold management authority and responsibility over the operations that internal audit covers in its scope of work. Each GCG team member declares on an annual basis that they are free from any COI or any relationships which could impair their objectivity and independence in carrying out their duties.</p> <p>GCG carries out its works in compliance with the IIA's Definition of Internal Auditing, Code of Ethics and the International Standards for Professional Practice of Internal Auditing. Reference is also made, where applicable, to the relevant standards and guidelines issued by other professional accounting and auditing bodies to ensure compliance and conformity in practices.</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 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p><b><u>Effective Communication with Stakeholders</u></b></p> <p>The Company recognises the value of transparent and effective communication with the investment community and aims to build long-term relationships with shareholders and investors through appropriate channels for disclosure of information.</p> <p>The Company mainly communicates with shareholders, other stakeholders and the public through press releases, press conferences, timely announcements and disclosures made to Bursa Malaysia Securities.</p> <p>As far as possible, the Company leverages on technology to broaden its channel of dissemination of information, to enhance the quality of engagement with shareholders.</p> <p>The notice of the 49<sup>th</sup> AGM was sent via email to shareholders with known valid email addresses and via post to shareholders without valid email addresses.</p> <p><b><u>Annual Report</u></b></p> <p>The annual report is a key communication channel between the Company and its shareholders and other stakeholders. It provides insightful explanations about the Group's performance, operations, prospects as well as activities undertaken by the Group.</p> <p>As mentioned in Practice 4.5 above, the Company has issued its inaugural Integrated Annual Report 2023 together with this CG Report. The integrated report improves the quality of information available to investors, promotes greater transparency and accountability to the stakeholders as well as provides a concise information on how the Company's strategy, performance, governance and prospects lead to value creation.</p>

### **Corporate Website**

The Company's website [www.ecoworld.my](http://www.ecoworld.my) serves as another communication platform. The website comprises dedicated sections that provide stakeholders with detailed information on corporate, business, governance and sustainability related matters. It also incorporates an "Investors & Media" section which provides all relevant information on the Group such as annual reports, corporate presentations, company announcements (including the quarterly results), press releases, corporate governance reports, sustainability reports as well as minutes of AGMs, including a summary of the questions and answers raised during the AGMs. All the information is easily accessible by the public.

### **Investor Relations**

The Investor Relations Department plays a critical role in facilitating investor-related activities to enable better understanding of the business and strategic direction of the Group. Discussions, interviews and dialogues are held with fund managers, financial analysts, shareholders and the media to convey information about the Group's performance, corporate strategies and other matters affecting shareholders' interests.

During the financial year under review, the Group held regular meetings with investors, fund managers and research analysts, and conducted quarterly analyst briefings in December 2022, March, June and September 2023.

The following were the key investor-related activities held during FY2023:

<b>Month</b>	<b>Key Investor Relations Activities</b>
January 2023	Investor roadshow (virtual conference)
March 2023	Investor roadshow (Kuala Lumpur)
Throughout FY2023	Site visits & regular meetings with institutional investors, fund managers and analysts

### **General Meetings**

The Board also views general meetings as ideal opportunities to communicate with shareholders where the President & CEO briefs shareholders on the Group's projects and development. The meeting provides a forum for dialogue and interaction between the Board and shareholders, both individual and institutional.



	<p>The Company has been holding virtual AGMs since 2020. The proceedings at these virtual AGMs are streamed live with online remote voting enabled.</p> <p>While the Company endeavours to provide as much information as possible to its shareholders and the investment community, it is also mindful of the legal and regulatory framework governing the release of material and price-sensitive information.</p> <p>Stakeholders may forward any queries to the Company via email to <a href="mailto:corp@ecoworld.my">corp@ecoworld.my</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>		
<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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Company has fully adopted and issued its inaugural integrated reporting for FY2023.</p> <p>The Integrated Annual Report 2023 is prepared in reference to:-</p> <ul style="list-style-type: none"> <li>(i) MMLR;</li> <li>(ii) TCFD;</li> <li>(iii) Integrated Reporting Framework;</li> <li>(iv) International Financial Reporting Standards (IFRS);</li> <li>(v) MCCG;</li> <li>(vi) Malaysian Financial Reporting Standards (MFRS);</li> <li>(vii) Companies Act 2016;</li> <li>(viii) Global Reporting Initiative (GRI) Standards;</li> <li>(ix) FTSE4Good Bursa Malaysia Index; and</li> <li>(x) UN SDGs.</li> </ul> <p>The Company commits to enhance its integrated reporting to foster stronger stakeholder engagement, enhance decision making and drive sustainable growth, as well as addressing both financial and non-financial issues such as environmental impact, employee well-being and community engagement. This concise information will lead to value creation that enabled investors to make informed decision.</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**

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>	:	The Company has already applied this practice since FY2018 and the 28-day notice period has been embedded into its Board Charter since FY2018.	
<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>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Company's 49<sup>th</sup> AGM held on 30 March 2023 was live streamed with remote participation by shareholders.</p> <p>All Directors were present physically at the broadcast venue to respond to any questions put forth during 49<sup>th</sup> AGM of the Company.</p> <p>The minutes of the 49<sup>th</sup> AGM are published on the Company's website at <a href="http://www.ecoworld.my">www.ecoworld.my</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>			
<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 13.3

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>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Company has been holding virtual AGMs since 2020. Shareholders have been able to participate remotely via live streaming webcast and to vote in absentia using the Remote Participation and Voting facilities (“RPV”).</p> <p>The 49<sup>th</sup> AGM of the Company was live streamed using RPV provided by SS E Solutions Sdn. Bhd. (“SSES”) via its online meeting platform, namely Securities Services e-Portal (“SSeP”) at <a href="https://sshbs.net.my/">https://sshbs.net.my/</a>.</p> <p>Shareholders who wish to submit the form of proxy electronically were given the option to submit through SSeP.</p> <p>A step-by-step administrative guide was issued to assist shareholders on the registration, appointment of proxy, participation and voting using the RPV. The administrative guide was also published in the Company’s website at <a href="http://www.ecoworld.my">www.ecoworld.my</a> to encourage shareholders’ participation.</p> <p>The Company notes that the security, integrity and data privacy of the SSeP platform and its applications are vital to avert cyber threats.</p> <p>The Company has received written confirmation from SSES that an independent assessment and application control review on the input, processing and output control, management of security activities, security administration, data encryption of the SSeP was last conducted in 29 April 2020 with satisfactory results. This assessment remains relevant as at the date of this Corporate Governance Report.</p> <p>SSES has also confirmed that the SSeP is hosted on AIMS Data Center, a secure site at an accredited data centre which meets ISO standards. In addition, its database is housed behind a network firewall which undergoes periodic maintenance, is constantly protected against virus and malware and is able to achieve the highest system efficiency.</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 13.4

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>	: <p>Before the commencement of the 49<sup>th</sup> AGM, shareholders, their proxies or corporate representatives were allowed to submit questions electronically by email to <a href="mailto:eservices@sshbs.com.my">eservices@sshbs.com.my</a>. During the AGM, they were also allowed to submit questions in the form of typed texts through a text box within the SSeP on a real time basis.</p> <p>During the 49<sup>th</sup> AGM, questions posed by shareholders and proxies were read out and answered verbally by either the Chairman of the 49<sup>th</sup> AGM, namely Tan Sri Abdul Rashid Bin Abdul Manaf or the President &amp; CEO, Dato' Chang. In the interest of time, similar questions were identified, combined and dealt with as one. The answers were recorded in the minutes of the 49<sup>th</sup> AGM which are available on the Company's website at <a href="http://www.ecoworld.my">www.ecoworld.my</a>.</p> <p>During the aforesaid meeting, in addition to answering questions posed by shareholders, the President &amp; CEO also gave a presentation to shareholders on the performance and outlook of the Group, touching on the following areas:-</p> <ul style="list-style-type: none"><li>• Overview of the Group's historical sales performance since FY2014 up to FY2022;</li><li>• Updates on the Group's sales performance for FY2022 and up to 28 February 2023;</li><li>• Overview of the Group's products, market segments and market strategies in FY2022 and FY2023;</li><li>• Updates on the Group's key financial highlights for FY2022;</li><li>• Highlights on the Group's new launches;</li><li>• Overview of the Group's ESG approaches and initiatives carried out in FY2022, including the integration of digitalisation into the Group's processes; and</li><li>• Management's outlook for FY2023.</li></ul>

	In addition to the AGM, shareholders may forward any queries to the Investor Relations Department of the Company via email to <a href="mailto:ir@ecoworld.my">ir@ecoworld.my</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

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.*

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>As mentioned under Practice 13.3, the 49<sup>th</sup> AGM of the Company was held virtually using RPV provided by SS E-Solutions Sdn. Bhd. via its online meeting platform, the SSeP at <a href="https://sshbs.net.my/">https://sshbs.net.my/</a>.</p> <p>To ensure a smooth broadcast of the general meeting, the Company conducted a “Dry Run” prior to the 49<sup>th</sup> AGM to ensure that the required infrastructure, equipment and proper settings were in place for seamless meeting proceedings.</p> <p>Team members from the Group’s Digital Technology Services Department were on standby to provide technical support at the broadcast venue throughout the 49<sup>th</sup> AGM. After the conclusion of the 49<sup>th</sup> AGM, discussions were held internally with the working group to review the quality of the live streamed meeting for improvement in future.</p> <p>To encourage shareholders’ participation at the 49<sup>th</sup> AGM, an administrative guide on the procedures to register, participate and vote remotely via the RPV was issued to shareholders together with the notice of the 49<sup>th</sup> AGM.</p> <p>To ensure interactive participation by shareholders at the 49<sup>th</sup> AGM, shareholders, their proxies and corporate representatives were allowed to submit questions prior to the 49<sup>th</sup> AGM or during the meeting where they were able to view the live streaming of the 49<sup>th</sup> AGM, and vote remotely through the RPV. A video on the online voting module of the RPV was also played during the 49<sup>th</sup> AGM.</p> <p>Questions submitted by shareholders or proxies were read out and responded verbally during the meeting by either the Chairman of the 49<sup>th</sup> AGM or the President &amp; CEO.</p>

	The poll voting results of the 49 <sup>th</sup> AGM were displayed on the live streaming screen while they were announced by the Chairman of the 49 <sup>th</sup> AGM.	
<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 49 <sup>th</sup> AGM, including the questions raised during the meeting and the answers provided, were uploaded onto the Company's website at <a href="http://www.ecoworld.my">www.ecoworld.my</a> on 9 May 2023, which was no later than 30 business days after the conclusion of the 49 <sup>th</sup> AGM.
<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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