

## **CORPORATE GOVERNANCE REPORT**

**STOCK CODE** : 8206  
**COMPANY NAME** : Eco World Development Group Berhad  
**FINANCIAL YEAR** : October 31, 2025

### **OUTLINE:**

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

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

#### **SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES 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 Management.</p> <p>The Board is assisted by 5 board committees, namely, the Audit Committee ("<b>AC</b>"), Investment Committee ("<b>IC</b>"), Nomination Committee ("<b>NC</b>"), Remuneration Committee ("<b>RC</b>") and Whistleblowing Committee ("<b>WC</b>") (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>(i) <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 Management to discuss the economic and property outlook as well as the Group's annual business plan and strategy for the</p>

ensuing financial year. The annual business plan sets out the Group's objectives, which include performance targets and long-term goals of the business.

At a Board meeting held on 23 October 2025, Management presented the Group's proposed business plan for the financial year ("FY") 2026. The Board was briefed on the overall economic outlook and its potential impact on Malaysia, particularly the Group property sector, as well as the Group's strategy, business plan and sales targets for FY2026. The briefing also covered the budgeted financials, liquidity position, cash flows, capital expenditure and manpower requirements.

During this meeting, the Board discussed at length 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 Group's proposed Budget and Business Plan for FY2026.

(ii) Strategic oversight over business conduct and plans that support long-term value creation and business sustainability

At its quarterly meetings, the Board monitors the conduct of the Group's business by reviewing a presentation by 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, joint development/investment proposals, corporate proposals (if any), 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 Management towards the achievement of the Group's objectives.

The Board recognises 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 and environmental, social and governance ("ESG") aspects of business operations. These strategies aim to balance the needs and expectations of the various stakeholders, including customers, shareholders, regulators, financial institutions, bankers, joint venture partners and the communities in which the Group operates.

The Board has adopted the Investment Policy, which outlines the Group's investment philosophy and criteria for non-property development activities. The policy aims to achieve sustainable and profitable returns while minimising risks.

	<p>During FY2025, Management had actively explored opportunities to build a portfolio of investment properties with the objective of generating sustainable recurring income streams for the Group, to complement the property development business.</p> <p>In relation thereto, the Board actively engaged in discussions and provided strategic insights and guidance to support Management's efforts in pursuing new opportunities and building recurring income streams for the Group.</p> <p>The Board also reviewed, approved, and recommended to the shareholders for approval, the proposal to terminate the collaboration agreement entered into with EWI Capital Berhad (formerly known as Eco World International Berhad) ("<b>Proposed Termination</b>"). By removing the geographical restriction, the Group will be able to pursue opportunities to expand its property development business as well as build up a portfolio of investment properties, beyond Malaysia.</p> <p>The Board continues to give its full support to Management's digitalisation efforts which will improve engagement with prospective and existing customers, expedite sales conversion and end-financing approvals, increase productivity by collaborating with contractors, and enhance the efficiency and effectiveness of daily operations leading to greater customer satisfaction.</p> <p>(iii) <u>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</u></p> <p>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.</p> <p>The Board sets the Group's risk appetite within which the Board expects Management to operate and ensures that there is an appropriate risk management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks.</p> <p>During FY2025:-</p> <ul style="list-style-type: none"> <li>• the Board continued to receive updates on matters relating to risk management.</li> <li>• the Group's risk management policy and guidelines ("<b>RM PG</b>") document was updated to align with the Group's current practices.</li> <li>• the Board was briefed on the key updates on the Statement on Risk Management and Internal Control Guide 2025.</li> </ul>
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- the Board also deliberated the importance of understanding the anti-money laundering procedures and identifying red flags to detect suspicious transactions and mitigate potential risk to the Group.

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 106 to 116 of the Integrated Annual Report ("IAR") 2025.

(iv) Strategic oversight on sustainability performance and progress, including ESG-related risks and opportunities such as climate change

The Board Charter includes sustainability as one of the Board's reserved matters, particularly the review and approval of sustainability strategies, key targets, performance, progress, issues and sustainability-related policies.

The Sustainability Committee ("**SusCom**"), established in FY2017, oversees the implementation of business sustainability practices within the Group. The Board had since FY2024 formalised and adopted the terms of reference ("**TOR**") of the SusCom, which outlines their roles and responsibilities, composition and authority.

The Board has also 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 Business Units are aligned with the Group's sustainability agenda. The Board further endorsed a Supplier ESG risk assessment to evaluate the Group's primary contractors and suppliers, aiming 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, formalising the Group's commitment to expedite climate change initiatives within its operations and achieve carbon neutrality by 2050. The Climate Change Policy serves as a framework to enhance both adaptation and mitigation strategies to reduce the Group's carbon emissions, reflecting the Board's vigilance over climate-related risks and opportunities.

The Board has adopted a "Net Zero 2050 Roadmap", which outlines the Group's short-term goal to reduce Scope 2 emissions in absolute terms by 20% by 2025, medium-term goal to reduce by 30% by 2030 and long-term goal to achieve net zero emissions by 2050, using FY2019 emissions as the baseline. As of FY2025,

the Group has surpassed both Scope 2 emissions reduction targets for 2025 and 2030 with a 36% reduction. These targets will continue to be monitored, with a view towards determining whether it is appropriate to set a more ambitious mid-term goal, having regard to the Group's expansion of its business operations.

During FY2025, the Group improved its FTSE4Good ESG rating from three to four stars (December 2025 review results), and achieved a "Low Risk" rating in the Sustainalytics ESG Risk Rating.

Details of the Company's sustainability efforts are set out in the Sustainability Report 2025 as well as Sustainability Statement on pages 48 to 73 of the IAR 2025.

(v) 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, programmes and procedures to guide the Directors, employees and stakeholders of the Group in their commitment to perform with integrity and in the best interests of the Group:-

- 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**")
- Conflict of Interest Policy ("**COI Policy**")

The Board is committed to upholding honesty, transparency and ethical conduct. To combat corruption, bribery and abuse of power, all directors are required to formalise their commitment through an integrity pledge.

(vi) 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 FY2025, the Board approved the extension of employment of the Executive Chairman of the Company, to ensure the Group's continued access to his visionary leadership and extensive expertise within the property sector.

	<p>In addition, the extension will enhance the Group’s stakeholder relationships as well as allow more time for succession planning.</p> <p>The Executive Chairman has contributed substantially to the Group, playing a pivotal role in steering the Group through pandemic related challenges, identifying key strategic opportunities such as establishing a new business pillar- QUANTUM, as well as maintaining robust stakeholder relations.</p> <p>The Board has also approved a performance incentive scheme and merit and inflationary salary adjustments in FY2025 to reward, motivate and retain eligible employees for long-term sustainability.</p> <p>The work carried out by the NC for FY2025 is set out in the NC Report on page 98 of the IAR 2025.</p> <p><i>(vii) <u>Ensuring effective engagement with stakeholders</u></i></p> <p>The Board maintains transparent and regular communication with stakeholders to facilitate understanding of each other’s objectives and expectations.</p> <p>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.</p> <p>The “Investors &amp; Media” section as well as other updates are available on the Company’s website at <a href="http://www.ecoworld.my">www.ecoworld.my</a> 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 information for easy accessibility by the public.</p> <p>The Board also views general meetings as ideal opportunities for the President &amp; CEO to brief shareholders on the Group’s projects and developments. Information on general meetings 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><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>	

<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 1.2

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 74 of the IAR 2025, Tan Sri Liew has had a successful career as a respected property developer for over 39 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 Tan Sri Abdul Rashid Bin Abdul Manaf ("<b>Tan Sri Rashid</b>"), the founder of the Company, to set the tone from the top and guide 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 for robust and informed discussions 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 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 a 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, who is the Executive Chairman since 1 April 2020, while the position of the President & CEO is held by Dato' Chang Khim Wah (" <b>Dato' Chang</b> "), who was appointed since 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 the Executive 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 with 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 FY2025, 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 presented by the Chairperson of the NC during the Board meeting held on 10 December 2025.</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>
<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 Annual General Meeting of the Company (“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 portal for Board and Board Committees meetings since June 2020. With this portal, Directors are able to access meeting materials digitally and on the go.</p> <p>Draft minutes of Board and Board Committee meetings are required to be circulated for comments in a timely manner. Action items identified during Board and Board Committee meetings are highlighted for follow-up action by Management.</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 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 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>During FY2025, all Directors, save for Tan Sri Rashid and Dato' Leong Kok Wah, have attended relevant training programmes and seminars. The reasons for not attending any trainings during FY2025 are stated in page 87 of the Corporate Governance Overview Statement of the IAR 2025.</p> <p>The training programmes and seminars attended by the Directors during FY2025 are set out below:-</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Director</th> <th style="text-align: left;">Programme</th> </tr> </thead> <tbody> <tr> <td>Tan Sri Dato' Sri Liew Kee Sin</td> <td> <ul style="list-style-type: none"> <li>• Understanding Anti-Bribery: What Every Employee Needs to Know</li> </ul> </td> </tr> <tr> <td>Dato' Chang Khim Wah</td> <td> <ul style="list-style-type: none"> <li>• EcoWorld Branding &amp; Marketing Forum</li> <li>• Design &amp; Deliver EcoWorld Class</li> <li>• Understanding Anti-Bribery: What Every Employee Needs to Know</li> <li>• Code of Conduct and Business Ethics</li> </ul> </td> </tr> <tr> <td>Liew Tian Xiong</td> <td> <ul style="list-style-type: none"> <li>• EcoWorld Branding &amp; Marketing Forum</li> <li>• Design &amp; Deliver EcoWorld Class</li> <li>• EcoWorld International Women's Day 2025*</li> </ul> </td> </tr> </tbody> </table>	Director	Programme	Tan Sri Dato' Sri Liew Kee Sin	<ul style="list-style-type: none"> <li>• Understanding Anti-Bribery: What Every Employee Needs to Know</li> </ul>	Dato' Chang Khim Wah	<ul style="list-style-type: none"> <li>• EcoWorld Branding &amp; Marketing Forum</li> <li>• Design &amp; Deliver EcoWorld Class</li> <li>• Understanding Anti-Bribery: What Every Employee Needs to Know</li> <li>• Code of Conduct and Business Ethics</li> </ul>	Liew Tian Xiong	<ul style="list-style-type: none"> <li>• EcoWorld Branding &amp; Marketing Forum</li> <li>• Design &amp; Deliver EcoWorld Class</li> <li>• EcoWorld International Women's Day 2025*</li> </ul>
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	Low Mei Ling	<ul style="list-style-type: none"> <li>• Recent Amendments to Listing Requirements: Enhanced Conflict of Interest Framework</li> <li>• The Journey into the AI Age: Game Changer for Your Digital Transformation Era</li> <li>• Climate First....or Last?</li> </ul>
	Lim Hiah Eng (Mrs. Lucy Chong)	<ul style="list-style-type: none"> <li>• Recent Amendments to Listing Requirements: Enhanced Conflict of Interest Framework</li> <li>• Forum Ekonomi Malaysia 2025 (FEM 2025)</li> <li>• GenAI: What Boards Need to Know</li> <li>• Webbush Advisor Call: Early Lessons from the Trump Presidency</li> <li>• The Business of Fertility: Egg Freezing, IVF &amp; Reproductive Health</li> <li>• GoTo Gojek Tokopedia (GOTO IJ)</li> <li>• ASEAN Economics - Trade War: In the Cross-Fire</li> <li>• "Liberation Day": ASEAN in the Crossfire</li> <li>• Bursa Malaysia &amp; RHB ESG Series II - Sustainable Pathways to Responsible Transition</li> <li>• ASEAN Investment Conference (AIC) 2025</li> <li>• Whistleblowing Management: Case Studies and Real-World Applications</li> </ul>
	Sar Sau Yee	<ul style="list-style-type: none"> <li>• Climate Governance Malaysia Masterclass - Guide for Corporate Boards in Southeast Asia on Climate Action</li> <li>• The Board's Role in the Climate Challenge: Looking ahead to COP29</li> <li>• Malaysian Bar - Legislation and Regulatory Updates - A Conversation with Regulators - 2024 updates</li> <li>• Recent Amendments to Listing Requirements: Enhanced Conflict of Interest Framework</li> <li>• GenAI: What Boards Need to Know</li> <li>• GenAI: What Boards Need to Know (Asia Pacific)</li> <li>• Climate First....or Last?</li> </ul>
	Dato' Seri Rosman Bin Mohamed	<ul style="list-style-type: none"> <li>• Recent Amendments to Listing Requirements: Enhanced Conflict of Interest Framework</li> <li>• Audit Committee Conference 2025 – Navigating Risk, Driving Resilience</li> <li>• AI at the Helm: How Directors Can Govern the Future</li> </ul>

	<p>Ng Soon Lai @ Ng Siek Chuan</p>	<ul style="list-style-type: none"> <li>• Recent Amendments to Listing Requirements: Enhanced Conflict of Interest Framework</li> <li>• Capital Market Director Programme - Module 3: Risk Oversight and Compliance - Action Plan for Board of Directors</li> </ul>
	<p>Nor Rejina Binti Abdul Rahim</p>	<ul style="list-style-type: none"> <li>• Recent Amendments to Listing Requirements: Enhanced Conflict of Interest Framework</li> <li>• Pinnacle Perspective on The Business Station (BFM 89.9) for 30% Club Malaysia*</li> <li>• SIS Forum Berhad’s Report on Women’s Money Rights</li> <li>• Foreign Exchange Policy Notice (FEPN) Training</li> <li>• The American Malaysian Chamber of Commerce (AMCHAM) &amp; 30% Club Malaysia - International Women Day 2025: Powering Progress and Impact through DEI*</li> <li>• 30% Club Malaysia &amp; PricewaterhouseCoopers (PWC) Malaysia - Board Agenda Series: Diversity in debate*</li> <li>• National Climate Governance Summit*</li> <li>• Bursa-the Economic Club of Kuala Lumpur (ECKL)-CIMB Roundtable</li> <li>• UN Trade and Development (“UNCTAD”) Small Medium Enterprise (SME) Sustainable Development Goals (“SDG”) Training</li> <li>• Human Resource Leaders Asia Conference*</li> <li>• International Social Wellbeing Conference (ISWC) 2025*</li> <li>• Financial Awareness Training*</li> <li>• Asia Asset Management (AAM) Malaysian Roundtable*</li> <li>• Certified Financial Planner (CFP) Fast Track Program</li> <li>• Pavilion REIT Cybersecurity Training</li> <li>• MyFintech week*</li> <li>• UNCTAD &amp; Academy for International Business Officials (AIBO) of Ministry of Commerce of the People’s Republic of China: eTrade for Women China Study Tour 2025</li> <li>• Khazanah Megatrends Forum 2025</li> <li>• The Federation of Investment Managers Malaysia (FIMM) Annual Conference 2025*</li> </ul>

		<ul style="list-style-type: none"> <li>• South China Morning Post (SCMP) Manulife Inclusion Conference – Women in Leadership: Breaking Glass Ceiling*</li> <li>• Lembaga Tabung Haji (LTH) Board readiness training debate*</li> <li>• ASEAN Business and Investment Summit 2025*</li> <li>• The Malaysian Institute of Accountants (MIA) International Accountants Conference 2025*</li> <li>• Independent Directors Tax</li> </ul>
	Datuk Heah Kok Boon	<ul style="list-style-type: none"> <li>• Malaysian Rating Corporation Berhad (MARC) 360 Reflections: Analyses of Malaysia's Budget 2025 and Post-Budget Debates</li> <li>• Institute of Corporate Directors Malaysia (ICDM) Guide for Corporate Boards in Southeast Asia on Climate Action</li> <li>• Recent Amendments to Listing Requirements: Enhanced Conflict of Interest Framework</li> <li>• Cybersecurity Awareness Training</li> <li>• Board Simulation - Balancing Risks &amp; Opportunity in Sustainability Leadership</li> <li>• Code of Conduct and Business Ethics</li> <li>• Introduction to ESG and Our Approach at EcoWorld</li> <li>• Understanding Anti-Bribery: What Every Employee Needs to Know</li> <li>• Audit Committee Conference 2025</li> <li>• Analyses of Malaysia's 2026 Budget and Post-Budget Debates</li> <li>• MIA Webinar: Beyond Compliance: Leading with AI and Sustainability</li> </ul>
	<p><i>*As speaker</i></p> <p>The Board Charter is subject to review as and when required to ensure that it is aligned with the requirements of the Group, the best practices recommended in the MCCG, the provisions in the Main Market Listing Requirements of Bursa Malaysia Securities (“<b>MMLR</b>”) as well as any new regulations that may have an impact on the Board’s responsibilities.</p> <p>The Board Charter, which was last revised in FY2023, is available on the Company’s website at <a href="http://www.ecoworld.my">www.ecoworld.my</a>.</p>	
Explanation for departure	:	

*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

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 the following codes, policies, programmes and procedures that engender integrity, transparency and fairness to guide the Directors, employees and stakeholders of the Group:-</p> <p>(i) <u><i>The Code for Directors and the Code for Employees (collectively "The Codes")</i></u></p> <p>The Codes, which have been in place since 2014, provide guidance to the Directors of the Company and employees of the Group on appropriate actions and behaviours in carrying out their respective responsibilities in the best interest of the Company to ensure adherence to the highest ethical standards of conduct and professional integrity in all dealings. The Code for Directors was last revised in 2023.</p> <p>(ii) <u><i>ACC Programme</i></u></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 semi-annually to assess the effectiveness of the anti-corruption efforts implemented by the Group.</p> <p>The ACC Programme for FY2026 was approved by the AC on 17 September 2025.</p>

	<p>(iii) <u>The ABC Policy</u></p> <p>The ABC Policy, which has been in place since 2019, sets out the Group’s approach in combating bribery and corruption and applies to all officers, employees and business partners of the Group. The ABC Policy was revised in 2024.</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>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>(iv) <u>COI Policy</u></p> <p>The COI Policy, which has been in place since 2024, sets out the guidelines to manage conflict of interest (“COI”) (including potential, actual, perceived and persisting) involving all Directors and key senior management of the Company. This policy aims to avoid any COI situations that may arise in the performance of their duties, ensuring that business decisions are made in the best interests of the Group.</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, the ABC Policy and the COI 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>:</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 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 Procedures are reviewed from time to time to ensure they remain relevant. Both documents were last reviewed by the Board in 2023.</p> <p>During FY2025, the Group Corporate Governance Department (“GCG”) had carried out a review of the Whistleblowing Policy and Procedures, benchmarking against other listed issuers in Malaysia. Upon recommendation by the GCG, Management has agreed to implement the agreed upon action plans to strengthen awareness, commitment, and confidence in the Group’s integrity and whistleblowing framework.</p> <p>The Whistleblowing Policy and the 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>	:	
<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

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 as a business imperative, 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 structure ensures the effective integration of the sustainability agenda into the Group's operating and decision-making processes.</p> <p>To streamline contributions towards the 5Ps (People, Planet, Prosperity, Peace, and Partnership) of the SDGs, the Group has adopted the EcoWorld Cares Architecture. These pillars serve as the foundation of the Group's ESG efforts, aligning all initiatives with the overarching sustainability agenda.</p> <p>The Board reviews and endorses the Group's sustainability roadmap and approves the key ESG focus areas and key performance indicators ("KPI") based on clear commitments, goals, targets and action plans established at the start of each financial year.</p> <p>EcoWorld's climate and sustainability strategies are anchored by a materiality assessment and tracked through the Group's ESG performance metrics. 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 integrated into the Group's Enterprise Risk Management ("ERM") framework since FY2022.</p> <p>The SusCom, chaired by Dato' Chang, the President &amp; CEO of the Group, with input from an Independent Director, is entrusted by the Board to drive the implementation of the Group's sustainability goals and</p>

	<p>initiatives. The SusCom reports regularly to the Board on progress. Members of the SusCom include key Senior Management personnel representing all business and support functions across the Group, ensuring the sustainability agenda is prioritised group-wide.</p> <p>The SusCom 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 Board has since 2024 adopted the TOR of the SusCom to formalise their roles and responsibilities, composition, and authority.</p> <p>The Company has been a member of the United Nations Global Compact Malaysia &amp; Brunei (“<b>UNGCMYB</b>”) since April 2021. In line with its commitment towards ESG initiatives, the Group has been actively engaging with UNGCMYB to strengthen its knowledge, capabilities, and collaboration within the ESG ecosystem. In addition, the Company is also a member of CEO Action Network and Climate Governance Malaysia, where it collaborates with peers, partners and industry leaders to promote sustainable business practices and strengthen climate governance.</p> <p>The Group’s vision, mission and brand core values reflect its commitment towards achieving the SDGs agenda and serve as the foundation for the Group’s sustainability strategy and focus areas.</p> <p>The Board has endorsed the following initiatives since FY2023:-</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 as a climate-resilient business.</li><li>• The adoption of a “Net Zero 2050 Roadmap”, which outlines the Group’s pathway to achieving net zero carbon emissions 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 compliance with ESG standards, strengthening its sustainability reporting across the value chain and adhering to 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 links the achievement of the Group’s sustainability goals and KPI to their performance evaluation and remunerations.</li></ul>
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	<p>During FY2025, the SusCom has carried out the following new sustainability initiatives:-</p> <ul style="list-style-type: none"> <li>• Organised ESG training and workshop with UNGCMYB to enhance employees’ understanding of ESG principles and their application across business functions.</li> <li>• Developed a dedicated sustainability e-learning module to upskill employees and embed sustainability awareness and practices across the Group.</li> <li>• Conducted a materiality re-assessment to obtain an updated view on key sustainability focus areas of various stakeholders.</li> <li>• Enhanced the accuracy of and accountability for ESG data through target workshops to strengthen understanding of the data collection procedure, supported by quarterly data verification processes.</li> <li>• Re-assessed suppliers’ and contractors’ climate maturity level, setting a target for all to achieve at least an intermediate level of climate maturity by FY2026.</li> <li>• Continued collaboration with Alliance Bank Berhad and UNGCMYB to organise workshops for supply chain partners aimed at strengthening their climate maturity scores and preparedness.</li> <li>• Revamped the Sustainability section of the Group’s corporate website to enhance disclosure by including (i) net zero roadmap, (ii) climate change policy, (iii) biodiversity information.</li> </ul> <p>The Group’s sustainability efforts and commitment to excellence have been recognised through various accolades over the years. In FY2025, the Company received the following awards:-</p> <ul style="list-style-type: none"> <li>• Inclusion in the UNGCMYB ESG select list as a 1-Star Lister under the Purposeful Partnership category, a recognition framework that highlights organisations demonstrating credible and measurable progress in advancing their sustainability agenda; and</li> <li>• The Young Executive Sustainability Changemaker Recognition Badge awarded to the Chairperson of the Green Council, recognising young professionals who drive meaningful sustainability initiatives, champion innovation and contribute towards a more sustainable and inclusive future.</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 2025 as well as the IAR 2025.</p>
<p><b>Explanation for departure</b></p>	<p>:</p>
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	

<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 4.2

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, targets and performance are communicated regularly to internal and external stakeholders, including but not limited to employees, customers, investors, regulators, contractors &amp; suppliers, media and non-governmental organisations, through various channels.</p> <p><b><u>Sustainability Report</u></b></p> <p>The Sustainability Report, which elaborates on the Group's sustainability journey, including its alignment with the SDGs, sustainability governance framework, KPI, material sustainability matters, strategies and initiatives, is prepared on an annual basis to enable a better understanding of the Group's aspirations and achievements in sustainability.</p> <p>The Sustainability Report is available on the Company's website at <a href="http://www.ecoworld.my">www.ecoworld.my</a> and Bursa Malaysia Securities' website.</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 everyone's collective responsibility and inspire 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 dedicated section on sustainability is available on the Company's website at <a href="http://www.ecoworld.my">www.ecoworld.my</a>, providing the public access to information on the Group's commitments towards the SDGs, sustainability governance structure, policies and sustainability reports. This section was revamped during FY2025 to enhance the breadth and quality of disclosures, including the introduction of a dedicated</p>

	<p>Biodiversity section to provide greater transparency on the Group’s approach to biodiversity management, initiatives and commitments.</p> <p><b><u>Dissemination of information by the Sustainability Committee and its councils</u></b></p> <p>The SusCom, supported by its three councils namely Economic &amp; Governance Council, Green &amp; Operations Council and Social Council, leads the Group’s internal communication efforts. Through meetings, townhall sessions, emails and internal communication channels, the Group ensures that employees at all levels are well-informed of the Group’s ESG initiatives, plans and targets that align with the broader sustainability agenda. To keep employees updated, information is also shared regularly via online portals and emails, ensuring that the latest initiatives and objectives are effectively communicated across the Group.</p> <p>Further details on the Group’s stakeholder communication efforts related to ESG can be found in the Driving Impact Through Stakeholder Engagement section on pages 36 to 39 of the IAR 2025.</p>	
<p><b>Explanation for departure</b></p>	<p>:</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>	<p>:</p>	
<p><b>Timeframe</b></p>	<p>:</p>	

### Intended Outcome

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 SusCom on the ESG initiatives undertaken by the Group, key observations, KPI, targets, regulatory recommendations, etc., in relation to sustainability matters.</p> <p>The Board Charter states that the review and approval of sustainability strategies, key targets, performance, progress, issues, and sustainability-related policies are classified as the Board’s reserved matters. This ensures 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 has appointed an Independent Director to be a member of the SusCom since 2023. 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 FY2025 by the SusCom 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. All the Directors have attended Part II of the Mandatory Accreditation Programme (“MAP II”) in relation to sustainability and the related roles of a Director as prescribed by Bursa Malaysia Securities. The MAP II aims to provide Directors with the foundation to address sustainability risks and opportunities effectively, and have better oversight over the Group’s material sustainability matters.</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>The KPI for Executive Directors and C-Suite Management Personnel is 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 SusCom 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 SusCom 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 FY2025, the SusCom reported the following matters to the Board:-</p> <ul style="list-style-type: none"><li>• Updates and progress on the sustainability initiatives undertaken by the Group.</li><li>• Updates on the reporting framework, approach, scope, and boundary of the Sustainability Report 2025.</li><li>• Proposed improvements, outline, and key disclosures for the IAR 2025 and the Sustainability Report 2025.</li><li>• Updates on the Group's FTSE4Good rating and Sustalytics ESG risk analysis score.</li><li>• Updates on the Group's progress toward achieving net-zero carbon emissions by 2050, in alignment with the Net Zero 2050 Roadmap adopted by the Group in FY2023.</li><li>• Updates on the Group's progress in meeting the reporting milestones outlined in the National Sustainability Reporting Framework and steps for reporting enhancement and alignment with the International Financial Reporting Standards ("IFRS") S1</li></ul>

	<p>General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures.</p> <ul style="list-style-type: none"><li>• Updates on the list of material matters and sustainability KPI for FY2025.</li><li>• The Group's updated materiality matrix, which took into consideration the results of the FY2025 materiality re-assessment to align the Group's ESG priorities based on expectations of both internal and external stakeholders.</li><li>• Updates on the Group's continuing efforts to enhance the accuracy of sustainability-related data.</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>• Ensuring 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>• Considering and recommending to the Board, potential candidates for appointment as Directors based on the criteria set out in the Directors' Fit and Proper Policy ("<b>Fit &amp; Proper Policy</b>");</li><li>• Ensuring that every Director is subject to retirement at least once every 3 years and assessing the performance and contribution of the retiring Director(s) before recommending the re-election to the Board for approval by the shareholders;</li><li>• Assessing the independence of each Independent Director on an annual basis;</li><li>• Assessing the structure, size and composition of the Board as well as the effectiveness of the Board as a whole and each Director individually, on an annual basis; and</li><li>• Assessing the succession planning for Directors taking into account the skills, expertise and gender diversity needed on the Board.</li></ul> <p>At the beginning of the FY2025, the NC reviewed the existing Board composition and was satisfied that the current composition of Board members is appropriate, with the right mix of skills, knowledge, experience, independence and competencies, taking into account the size and complexity of the Company's operations as well as the tenure of each Independent Director. As such, no Board refreshment was required in FY2025.</p>

	<p>On 5 November 2025, the NC ascertained that the following Directors (“Retiring Directors”) are subject to retirement at the forthcoming 52<sup>nd</sup> AGM of the Company in accordance with Article 126 of the Constitution. The Retiring Directors have offered themselves for re-election at the 52<sup>nd</sup> AGM:-</p>																
	<table border="1"> <thead> <tr> <th data-bbox="560 405 834 479">Retiring Director</th> <th data-bbox="834 405 1125 479">Directorship</th> <th data-bbox="1125 405 1390 479">Length of Service as at date of 52<sup>nd</sup> AGM</th> </tr> </thead> <tbody> <tr> <td data-bbox="560 479 834 589">Tan Sri Abdul Rashid Bin Abdul Manaf</td> <td data-bbox="834 479 1125 589">Founder &amp; Non-Independent Non-Executive Director</td> <td data-bbox="1125 479 1390 589">12 years 4 months</td> </tr> <tr> <td data-bbox="560 589 834 663">Tan Sri Dato' Sri Liew Kee Sin</td> <td data-bbox="834 589 1125 663">Executive Chairman</td> <td data-bbox="1125 589 1390 663">11 years 10 months</td> </tr> <tr> <td data-bbox="560 663 834 772">Dato' Chang Khim Wah</td> <td data-bbox="834 663 1125 772">Executive Director, President &amp; Chief Executive Officer</td> <td data-bbox="1125 663 1390 772">12 years 5 months</td> </tr> <tr> <td data-bbox="560 772 834 846">Dato' Seri Rosman Bin Mohamed</td> <td data-bbox="834 772 1125 846">Independent Non-Executive Director</td> <td data-bbox="1125 772 1390 846">3 years 9 months</td> </tr> </tbody> </table>		Retiring Director	Directorship	Length of Service as at date of 52 <sup>nd</sup> AGM	Tan Sri Abdul Rashid Bin Abdul Manaf	Founder & Non-Independent Non-Executive Director	12 years 4 months	Tan Sri Dato' Sri Liew Kee Sin	Executive Chairman	11 years 10 months	Dato' Chang Khim Wah	Executive Director, President & Chief Executive Officer	12 years 5 months	Dato' Seri Rosman Bin Mohamed	Independent Non-Executive Director	3 years 9 months
Retiring Director	Directorship	Length of Service as at date of 52 <sup>nd</sup> AGM															
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Dato' Seri Rosman Bin Mohamed	Independent Non-Executive Director	3 years 9 months															
	<p>Accordingly, the NC has reviewed and assessed the performance of each of the Retiring Directors, and recommended to the Board that the necessary resolutions for their re-election be tabled at the 52<sup>nd</sup> AGM for shareholders’ approval, based on the following:-</p> <ul style="list-style-type: none"> <li>• Satisfactory performance and have met the Board’s expectation in discharging their duties and responsibilities;</li> <li>• Met the fit and proper criteria in discharging their role as Directors of the Company;</li> <li>• Level of independence demonstrated by the Independent Director; and</li> <li>• Their ability to act in the best interest of the Company in decision-making.</li> </ul>																
<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 5.2

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 comprises 11 Directors, with a majority being Independent Directors, as follows:-		
		<b>Designation</b>	<b>Number</b>	<b>Percentage</b>
		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>		
		<i>Note: Datuk Heah Kok Boon (“Datuk Heah”) who is the Alternate Director to Tan Sri Liew, is not included as a headcount in computing the Board composition.</i>		
<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 5.3

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>	:	None of the existing Independent Directors has served on the Board for more than 9 years. The tenure of the respective Independent Directors as at 31 October 2025 is set out below:- <table border="1" data-bbox="555 891 1407 1153"><thead><tr><th>Director</th><th>Tenure</th></tr></thead><tbody><tr><td>Low Mei Ling</td><td>7 years 7 months</td></tr><tr><td>Mrs. Lucy Chong</td><td>5 years 5 months</td></tr><tr><td>Sar Sau Yee</td><td>4 years</td></tr><tr><td>Dato' Seri Rosman Bin Mohamed</td><td>3 years 4 months</td></tr><tr><td>Ng Soon Lai @ Ng Siek Chuan</td><td>2 years 4 months</td></tr><tr><td>Nor Rejina Binti Abdul Rahim</td><td>1 year 4 months</td></tr></tbody></table>	Director	Tenure	Low Mei Ling	7 years 7 months	Mrs. Lucy Chong	5 years 5 months	Sar Sau Yee	4 years	Dato' Seri Rosman Bin Mohamed	3 years 4 months	Ng Soon Lai @ Ng Siek Chuan	2 years 4 months	Nor Rejina Binti Abdul Rahim	1 year 4 months
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<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>																
<b>Measure</b>	:															
<b>Timeframe</b>	:															

**Intended Outcome**

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

**Practice 5.4 - 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. To this end, the following policies have been adopted by the Board:-</p> <p>(i) <i><u>Equality, Diversity &amp; Inclusion ("EDI Policy")</u></i></p> <p>The EDI Policy, adopted since 2022, sets out the Group's commitment towards creating equality, diversity and inclusion in the workplace. The EDI Policy is applicable to the Board as well as all employees of the Group.</p> <p>(ii) <i><u>Fit &amp; Proper Policy</u></i></p> <p>The Fit &amp; Proper Policy, adopted since 2022 and last revised in 2023, sets out the approach, guidelines and procedures to ensure that a formal, rigorous and transparent process is adhered to for the appointment, re-appointment and/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 requisite character, experience, integrity, competence and time to effectively discharge their role.</p> <p>The EDI Policy and 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. During this process, the NC is expected to take into account the principles set out in the EDI Policy and the Fit &amp; Proper Policy.</p>

	<p>The NC, in evaluating the time commitment of potential candidates and/or existing Directors (collectively referred as “<b>Candidates</b>”), required the Candidates to disclose their directorships in other companies (including private companies, listed and non-listed public companies, as well as not-for-profit organisations) to the NC for assessment. This is to ensure that they are able to devote sufficient time to discharge their responsibilities and serve on the Board effectively.</p> <p>As for assessment of 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 work experience. Presently women make up 54% of the Senior Management team, a testament to the Group’s commitment to gender diversity and successful implementation of the gender diversity principles espoused in the EDI Policy, thus achieving a balanced gender ratio.</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>	:	<p>Pursuant to 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, including sourcing from a Directors' Registry, open advertisements or independent search firms.</p> <p>As explained in Practice 5.1, there was no Board refreshment in FY2025. As such, the NC and the Board did not undertake any search for potential Board candidates during FY2025.</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 5.7

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 as well as the Board meetings' attendance of the Retiring Directors who are standing for re-election at the forthcoming 52<sup>nd</sup> AGM are set out in the Profile of Directors on pages 74, 75 and 78 and Corporate Governance Overview Statement on page 86 of the IAR 2025.</p> <p>The statement on the Board's recommendation for the proposed re-election of the Retiring Directors, including the rationale for such recommendation, is set out in the explanatory notes to the Notice of the 52<sup>nd</sup> AGM.</p> <p>The IAR 2025 and Notice of the 52<sup>nd</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.</p> <p><i>Note: Datuk Heah who is the Alternate Director to Tan Sri Liew, is not included as a headcount 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 has in place an EDI Policy, the details of which are disclosed in the NC Report on page 99 of the IAR 2025.	
<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>	: As stated in page 88 of the Corporate Governance Overview Statement of the IAR 2025, the Board has deferred the engagement of independent expert to facilitate robust and objective board evaluation to FY2026.  As an alternative, the NC continues to undertake internally the annual assessment and evaluation of the Board, Board Committees, Independent Directors and individual Directors.  The assessments and evaluations in respect of FY2025 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 reviewed and updated annually to continuously engage the Directors' perspectives on fresh and relevant areas and to ensure that such questionnaires continue to be pertinent to the requirements of the Board and the Group. A scoring mechanism is used to provide respondents with context when completing the questionnaires. Responses from the questionnaires are then tabulated and submitted to the NC for further evaluation, after which the evaluation results are presented to the Board for their further review.  The following 5 evaluation forms are adopted by the NC:-  (i) Independent Director's Self-Assessment Checklist; (ii) Director's Self-Performance Evaluation; (iii) Board and Board Committees Performance Evaluation; (iv) Audit Committee Performance Evaluation; and

	<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.</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 Committees 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 based on the criteria set out in the MMLR.</p> <p>The Board has endorsed the evaluation results as presented by the Chairperson of the NC, during its Board meeting held on 10 December 2025. It was concluded that:-</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 interests 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; and</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 engage an independent expert to facilitate robust and objective board evaluation in FY2026.</p>
<p><b>Timeframe</b></p>	<p>: Within 1 year</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 are reviewed from time to time to ensure that they remain effective and relevant. Both policies were last revised in 2022.</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.</p> <p>The remuneration of the C-Suite Management Personnel and Executive Chairman was last reviewed in FY2023 based on the compensation benchmarking study conducted by an external consultant (for C-Suite Management Personnel) and compensation benchmarking analysis conducted by the Management (for Executive Chairman).</p> <p>The composition and the work carried out by the RC to discharge its duties for FY2025 are set out in the RC report on page 103 of the IAR 2025.</p> <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>.</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

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 for FY2025 are set out on page 52 of this Corporate Governance Report.</p> <p>The remuneration for the Non-Independent Non-Executive Directors and Independent Directors for FY2025 comprised the following:-</p> <ul style="list-style-type: none"><li>(i) Directors' fees for their services;</li><li>(ii) Meeting attendance allowance; and</li><li>(iii) Security fees as benefits-in-kind.</li></ul> <p>The remuneration for Executive Directors 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) was in relation to his role as the CFO of the Group. This is as disclosed under the top five Senior Management personnel's remuneration under Practice 8.2 of this Corporate Governance Report.</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	16.0	0	0	86.8	0	269.2	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	117.6	5,632.9	28,002.9	2,324.0	0	36,077.4
3	Dato' Leong Kok Wah	Non-Executive Non-Independent Director	128.0	16.0	0	0	142.0	0	286.0	0	0	0	0	0	0	0
4	Dato' Chang Khim Wah	Executive Director	0	0	0	0	0	0	0	0	117.6	2,991.5	5,051.2	355.5	0	8,515.8
5	Liew Tian Xiong	Executive Director	0	0	0	0	0	0	0	0	117.6	1,180.3	1,330.6	154.7	0	2,783.2
6	Low Mei Ling	Independent Director	217.6	36.0	0	0	0	0	253.6	0	0	0	0	0	0	0
7	Mrs. Lucy Chong	Independent Director	192.0	36.0	0	0	0	0	228.0	0	0	0	0	0	0	0
8	Sar Sau Yee	Independent Director	179.2	22.0	0	0	0	0	201.2	0	0	0	0	0	0	0
9	Dato' Seri Rosman Bin Mohamed	Independent Director	192.0	32.0	0	0	0	0	224.0	0	0	0	0	0	0	0
10	Ng Soon Lai @ Ng Siek Chuan	Independent Director	166.4	32.0	0	0	0	0	198.4	0	0	0	0	0	0	0
11	Nor Rejina Binti Abdul Rahim	Independent Director	140.8	20.0	0	0	0	0	160.8	0	0	0	0	0	0	0
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
14	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

15	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
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### Intended Outcome

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

### Practice 8.2

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

<b>Application</b>	:	Departure										
<b>Explanation on application of the practice</b>	:											
<b>Explanation for departure</b>	:	<p>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 given the competitive nature of the property industry, where talent poaching is common.</p> <p>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:</p> <table border="1"> <thead> <tr> <th>Total Remuneration in Bands of RM50,000</th> <th>No. of Key Senior Management personnel</th> </tr> </thead> <tbody> <tr> <td>RM2,550,001 to RM2,600,000</td> <td>1</td> </tr> <tr> <td>RM2,000,001 to RM2,050,000</td> <td>2</td> </tr> <tr> <td>RM1,650,001 to RM1,700,000</td> <td>1</td> </tr> <tr> <td>RM1,400,001 to RM1,450,000</td> <td>1</td> </tr> </tbody> </table> <p>The remuneration of Senior Management personnel is benchmarked against other property development companies to ensure that their remuneration is commensurate with the scope of work, responsibilities, performance against KPI as well as the Group's performance.</p>	Total Remuneration in Bands of RM50,000	No. of Key Senior Management personnel	RM2,550,001 to RM2,600,000	1	RM2,000,001 to RM2,050,000	2	RM1,650,001 to RM1,700,000	1	RM1,400,001 to RM1,450,000	1
Total Remuneration in Bands of RM50,000	No. of Key Senior Management personnel											
RM2,550,001 to RM2,600,000	1											
RM2,000,001 to RM2,050,000	2											
RM1,650,001 to RM1,700,000	1											
RM1,400,001 to RM1,450,000	1											
<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 (" <b>EAA Policy</b> ") 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 is reviewed from time to time to ensure that it continues to remain relevant. A copy of the EAA Policy, which was revised in 2022, 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 5 November 2025, 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 9 December 2025 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 92 of the IAR 2025.

## 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 IAR 2025.</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 FY2025 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, which provides a standard and consistent approach in implementing risk management processes across the Group. The ERM framework will be constantly reviewed to ensure the system's robustness to address evolving business challenges and changes.</p> <p>During FY2025, the Board approved the updates made to the Group's RMPG document to ensure alignment with the Group's current practices.</p> <p>The Risk Management Committee ("<b>RMC</b>") comprises Senior Management, oversees risk management matters within the Group. The RMC is chaired by the CFO, who reports to the AC on behalf of the RMC.</p> <p>Periodic reports were prepared for the AC's deliberation throughout FY2025, including amongst others, significant risk management matters, the Group's aggregated risk position and significant risk issues.</p> <p>The RMC also conducts an annual review of the Group's Risk Appetite Statement, risk parameters and risk matrix to ensure that changes in circumstances or risk appetite are accurately reflected.</p> <p>The GCG 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>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 2014,</p>

	<p>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 that internal control measures are established but also promotes a culture of doing things right the first time, every time, within the organisation. This approach enhances operational efficiency and reduces the risk of operational errors.</p> <p>Further details of the Group’s risk management and internal control framework and practices are set out in the Statement on Risk Management and Internal Control on pages 106 to 116 of the IAR 2025.</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

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 as set out on pages 106 to 116 of the IAR 2025.	
<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>GCG is the in-house internal audit function that provides independent and objective assurance on the adequacy and effectiveness of the Group's governance, risk management and internal control systems and processes. The Head of GCG reports functionally to the AC and administratively to the CFO on matters such as department budget and human resource administration, without impairing GCG's independence.</p> <p>GCG conducts its internal audits in accordance with the internal audit annual plan ("IAAP") 2025 approved by the AC on 18 September 2024.</p> <p>The IAAP 2025 was developed using a risk-based approach, taking into consideration of the following:-</p> <ul style="list-style-type: none"><li>(i) the Group's key strategies and priorities;</li><li>(ii) enterprise-wide and operational risk considerations;</li><li>(iii) feedback and concerns raised by the AC and Management (including the Group's risk profiles and emerging risks);</li><li>(iv) GCG's approved 3-year internal audit strategic plan;</li><li>(v) audit universe; and</li><li>(vi) evaluation of past audit results.</li></ul> <p>The COSO Internal Control – Integrated Framework was adopted, where applicable, as a reference to assess the adequacy and effectiveness of internal controls.</p> <p>GCG is guided by the Audit Charter and Audit Methodology, which defines the purpose, authority and responsibility of the internal audit function and ensures a consistent and uniform approach in the conduct of internal audit engagements.</p> <p>The Internal Audit Strategic Plan 2025 to 2027 approved on 18 September 2024, continues to guide GCG's priorities and resource allocation during FY2025, and focus to meet the expectations of its key stakeholders by providing an independent and objective assessment of the Group's governance, risk management and internal control processes.</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 IAAP, considering the adequacy of the scope and coverage of the Group’s activities to address both identified and emerging risks;</li> <li>• reviewing the results of all internal audit assignments and follow-up audits 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 GCG’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 of the scope, functions 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 FY2025, 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 17 September 2025, the AC approved the IAAP for FY2026, which was prepared on a risk-based approach and aligned with the risk profile and strategic objectives of the Group.</p> <p>On 5 November 2025, the AC completed its annual assessment of GCG and was satisfied with the overall performance of GCG for FY2025. It was noted that 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 functions and the work carried by GCG for FY2025 are set out in the AC Report on page 97 of the IAR 2025.</p>
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<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 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 Institute of Internal Auditors Malaysia (IIAM). He is assisted by 4 internal audit personnel who are either degree holders or professionals from related disciplines with 5 to 17 years of relevant working experience.</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 internal audit assignments in accordance with the Institute of Internal Auditors (IIA)'s Global Internal Audit Standards. The Internal Audit Charter and Internal Audit Methodology were last revised in 2024 to align with the Standards and are reviewed from time to time to remain relevant.</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 on Bursa Malaysia Securities' website.</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 51<sup>st</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>Integrated Annual Report</u></b></p> <p>The Company issued its inaugural IAR in 2024. The IAR is a key communication channel between the Company and its shareholders and other stakeholders. It provides concise information on how the Company's strategy, performance, governance and prospects lead to value creation, which promotes greater transparency and accountability to all stakeholders.</p> <p><b><u>Corporate Website</u></b></p> <p>The Company's website <a href="http://www.ecoworld.my">www.ecoworld.my</a> 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 &amp; Media" section which provides all relevant information on the Group such as annual reports, corporate</p>

presentations, company announcements (including the quarterly results), press releases, corporate governance reports, sustainability reports as well as minutes of general meetings, including a summary of the questions and answers raised during the general meetings. All the information is easily accessible by the public.

**Investor Relations**

The Investor Relations Department plays a key role in facilitating effective engagement with the investment community to promote a clear and consistent understanding of the Group’s business, performance and strategic direction. The Investor Relations function serves as a conduit between the Group and its stakeholders, including institutional investors, fund managers and research analysts by providing timely, accurate and balanced information about the Group’s financial performance, corporate strategies and other matters relevant to shareholders’ interests.

During the financial year under review, the Group maintained active and ongoing engagement with the investment community through regular meetings with investors, fund managers and research analysts, conducted both locally and internationally. In addition, the Group organised site visits to its development, providing investors and analysts with on-the-ground insights into projects’ progress and the management team’s execution capabilities. The Group also conducted quarterly analyst briefings following the release of its financial results in December 2024, March, June and September 2025.

The following were the key investor-related engagement activities undertaken during FY2025:-

<b>Month</b>	<b>Key Investor Relations Activities</b>
January 2025	Investor roadshow (Kuala Lumpur)
March 2025	Investor roadshow (Bangkok, Thailand)
April 2025	Investor roadshow (Kuala Lumpur)
July 2025	Investor roadshow (Kuala Lumpur)
September 2025	Investor roadshow (Kuala Lumpur)
October 2025	Investor roadshows (Kuala Lumpur and Singapore)
Throughout FY2025	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>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>	
<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

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 integrated reporting and issued its IAR since 2024.</p> <p>The IAR for FY2025 is prepared in reference to:-</p> <ul style="list-style-type: none"> <li>(i) MMLR;</li> <li>(ii) International Integrated Reporting Framework;</li> <li>(iii) International Financial Reporting Standards (“IFRS”) Sustainability Disclosure Standards: IFRS S1 &amp; IFRS S2;</li> <li>(iv) MCCG</li> <li>(v) Malaysian Financial Reporting Standards (MFRS);</li> <li>(vi) Companies Act 2016;</li> <li>(vii) Global Reporting Initiative (GRI) Standards;</li> <li>(viii) FTSE4Good Bursa Malaysia Index; and</li> <li>(ix) United Nations Sustainable Development Goals (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 enables 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>All Directors were present physically at the 51<sup>st</sup> AGM held on 27 March 2025 to respond to any questions put forth during the meeting.</p> <p>An Extraordinary General Meeting was convened on 24 June 2025 (“<b>EGM 2025</b>”) to seek shareholders’ approval on the (i) Proposed Termination; and (ii) provision of financial assistance to 2 joint venture companies. Two Directors were unable to attend the EGM 2025 due to prior commitments. However, all the Executive Directors, the Chairperson of the Audit Committee, and majority of the Independent Directors were present physically at the meeting to address questions raised pertaining to the resolutions tabled at the EGM 2025.</p> <p>During EGM 2025, shareholders were given ample opportunity and time to raise questions and seek clarifications, to which the President &amp; CEO, who is also the Executive Director of the Company, provided informative answers to all questions raised.</p> <p>The minutes of both the 51<sup>st</sup> AGM and EGM 2025 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>	:	Departure
<b>Explanation on application of the practice</b>	:	
<b>Explanation for departure</b>	:	<p>In FY2025, the Company conducted 2 general meetings physically in Malaysia, in accordance with paragraph 8.27A of the MMLR and following the announcement made by the Securities Commission of Malaysia, which have mandated all public listed companies to hold their general meetings in either physical or hybrid format with effect from 1 March 2025.</p> <p>While remote meetings offer convenience for shareholders to participate general meetings, they lack the interpersonal interaction between the Board, Senior Management and shareholders.</p> <p>As explained in page 91 of the Corporate Governance Overview Statement of the IAR 2025, physical meetings will facilitate real time interaction and immediate clarification of queries, which is essential for strengthening shareholders' confidence.</p> <p>In line with the spirit of this Practice 13.3 and in view that the 51<sup>st</sup> AGM and EGM 2025 were not convened in a hybrid format that would have enabled the shareholders to participate remotely, shareholders who were unable to attend the meetings were encouraged and allowed to appoint proxies to attend, participate, speak and vote in their stead at these general meetings.</p> <p>Additionally, shareholders were also encouraged to submit questions to the Board prior to these meetings. All questions received in relation to the agenda items of the 51<sup>st</sup> AGM and EGM 2025 were addressed by the President &amp; CEO, who is also the Executive Director of the Company, and the responses were published on the Company's corporate website.</p>

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

<b>Measure</b>	:	The Board will continue to review developments in the market to assess the necessity of conducting general meetings in a hybrid format from time to time.	
<b>Timeframe</b>	:	Others	As and when appropriate.

### 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>	: Before the commencement of the 51 <sup>st</sup> AGM and the EGM 2025, shareholders, their proxies or corporate representatives were allowed to submit questions electronically by email to <a href="mailto:eservices@sshb.com.my">eservices@sshb.com.my</a> .  During the 51 <sup>st</sup> AGM and EGM 2025, questions posed by shareholders and proxies were answered verbally by the President & CEO, Dato' Chang. The answers were recorded in the respective minutes of the 51 <sup>st</sup> AGM and EGM 2025, which are available on the Company's website at <a href="http://www.ecoworld.my">www.ecoworld.my</a> .  During the 51 <sup>st</sup> AGM, in addition to answering questions posed by shareholders, the President & CEO also gave a presentation to shareholders on the performance and outlook of the Group.  This presentation materials are available on the Company's website at <a href="http://www.ecoworld.my">www.ecoworld.my</a> .  In addition to the general meetings, 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>	:		
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### Intended Outcome

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

### Practice 13.5

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

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

**Intended Outcome**

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

**Practice 13.6**

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

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	: The minutes of the 51 <sup>st</sup> AGM and the EGM 2025, 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 14 May 2025 and 4 August 2025, which was no later than 30 business days from the dates of the respective general meetings.
<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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