

## CORPORATE GOVERNANCE REPORT

STOCK CODE : 0450  
COMPANY NAME : MANFORCE GROUP BERHAD  
FINANCIAL YEAR : 28 FEBRUARY 2026

### OUTLINE:

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

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

#### **SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES 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 (“<b>the Board</b>”) of Manforce Group Berhad (“<b>the Company</b>”) is responsible for overseeing the Company’s business and affairs with the aim of creating sustainable long-term value for shareholders, while taking into consideration the interests of other stakeholders and upholding high standards of transparency, accountability, and integrity.</p> <p>To support the effective discharge of its roles and responsibilities, the Board assumes, among others, the following responsibilities: -</p> <ul style="list-style-type: none"> <li>(a) adopting and reviewing a strategic plan, as developed by the Management, taking into account the sustainability and long-term value creation of the Business and strategic, with attention given to the economic, environmental, social considerations underpin sustainability and governance aspects of the Business;</li> <li>(b) setting and taking responsibility of the Group’s sustainability policy to oversee, together with the Management, to meet the Group’s sustainability goals to maintain the confidence of stakeholders;</li> <li>(c) reviewing, challenging, and deciding on the Management’s proposals on matters for the Group including, but not limited to corporate strategy business plan and budget, and monitor the implementation by the Management;</li> <li>(d) supervising and overseeing the conduct of the Business, including assessing and monitoring the performance of the Management to determine whether the business is properly managed;</li> </ul>

	<p>(e) identifying and assessing the principal business risks faced by the Group and ensuring the implementation of appropriate internal controls and mitigating measures to manage such risks;</p> <p>(f) setting the risk appetite within which the Board expects the Management to operate and ensure that there is an appropriate annual review and periodic testing of the Group’s internal control and risk management framework. The framework adopted by the internal auditors of the Group will be based on an internationally recognised risk management framework;</p> <p>(g) adopting a succession planning policy of the Board and the Senior Management and regularly reviewing the succession plan of the Group, including appointing, training, compensating and where appropriate, to provide for the orderly succession of Senior Management;</p> <p>In discharging its fiduciary duties and leadership functions, the Board is guided by the Board Charter, which sets out the principles and guidelines to be applied by the Board. The Board has also established a Code of Conduct which serves as a guide for the Directors and employees of the Group in conducting their daily activities. The Code of Conduct is incorporated into the Board Charter of the Company. The Board Charter of the Company was reviewed and adopted by the Board on 15 July 2025.</p> <p>Further details of the roles and responsibilities of the Board are specified in Clause 4 of the Board Charter.</p> <p>To further enhance the Board’s efficiency and effectiveness as well as effectively discharge its responsibilities, the Board has also delegated certain responsibilities and authorities to three (3) Board Committees as follows:</p> <p>(i) Audit and Risk Management Committee (“<b>ARMC</b>”);  (ii) Nominating Committee (“<b>NC</b>”); and  (iii) Remuneration Committee (“<b>RC</b>”).</p> <p>The Terms of Reference (“<b>TOR</b>”) of the abovementioned Board Committees were approved and adopted by the Board on 15 July 2025. The Board Committees will report to the Board on matters deliberated and their recommendations thereon. The ultimate responsibility for the final decision on all matters, however, lies with the Board.</p> <p>The Board Charter and TOR of the respective Board Committees are available on the Company’s website at <a href="https://www.manforce.net">https://www.manforce.net</a>.</p>
<p><b>Explanation for departure</b></p>	<p>:</p>

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

### Intended Outcome

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>The Board is led by Tengku Faizwa Binti Tengku Razif ("<b>Tengku Faizwa</b>"), the Independent Non-Executive Chairperson of the Company who is responsible for instilling good corporate governance practices, providing leadership, and ensuring the Board's overall effectiveness. As Chairperson of the Board, she is accountable for promoting strong governance, overseeing Board effectiveness and guiding the overall direction of the Board.</p> <p>The profile of Tengku Faizwa is set out in the Profile of Directors section of the Annual Report 2026.</p> <p>The Chairperson carries out a leadership role in the conduct of the Board. There are two (2) main aspects to the Chairman's role. They are the Chairman's role within the boardroom and the Chairman's role outside the boardroom. The duties and the responsibilities of the Chairperson include, amongst others, the following:</p> <p>Inside the boardroom:</p> <ul style="list-style-type: none"><li>(a) provide leadership to guide the Board in collective overseeing Management;</li><li>(b) establish the agenda for Board meetings in consultation with the Group Managing Director and the Company Secretary, and ensure sufficient time is allocated for the discussion of agenda items;</li><li>(c) ensure that all Directors are enabled and encouraged to participate in Board meetings. This includes ensuring that all relevant issues are on the agenda, providing timely and relevant information tailored to each Director's needs, and ensuring proper briefing on matters discussed at Board meetings;</li><li>(d) chair Board meetings and lead discussions to ensure efficient and effective conduct of the meetings;</li><li>(e) encourage Executive Directors to go beyond their executive functions and accept their full share of the governance responsibilities;</li></ul>

- (f) guide and mediate the Board's actions with relation to organisational priorities and governance concerns;
- (g) take primary responsibility for organising the information necessary for the Board to address agenda items and providing this information to Directors in a timely manner;
- (h) clearly define what the Board needs to achieve in both long and short terms;
- (i) provide guidance to other Board members on their expected roles;
- (j) lead the Board in establishing and monitoring good corporate governance practices in the Group;
- (k) assists to develop the Group's corporate strategy, identifying potential merger and acquisition transactions, enhancing the Group's market profile, and establishing new corporate relationships;
- (l) work with Management in reviewing plans, defining key issues, maintaining accountability and in engaging in marketing efforts to position the Group effectively with investors to facilitate growth; and
- (m) ensure that Board meetings are effective by considering appropriate matters (e.g., strategic and important issues), thoroughly discussing matters, providing all Directors with an opportunity to contribute effectively, and reaching clear decisions and recording resolutions.

Outside the boardroom

- (a) engage in appropriate public relations activities in conjunction with the Managing Director to facilitate effective communication with stakeholders and to relay their views to the Board;
- (b) serve as the spokesperson for the Company at the annual general meeting ("AGM") and Extraordinary General Meeting ("EGM") and in the reporting of performance and profit figures; and
- (c) act as the primary point of contact between the Board and the Managing Director.

The Chairperson also plays a key role in the conduct of General Meetings. In addition to ensuring the proper flow of resolutions tabled at the meetings, she facilitates communication during the proceedings. She further encourages active participation from shareholders and

	<p>allows sufficient time for question and answers during the General Meetings.</p> <p>The full roles and responsibilities of the Board Chairperson are fully disclosed in Clause 6 of the Board Charter, which is accessible on the Company's website at <a href="https://www.manforce.net/">https://www.manforce.net/</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

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>	<p>The positions of the Chairperson and the Managing Director are held by different individuals, namely Tengku Faizwa and Dato' Wong Boon Ming ("<b>Dato' Wong</b>"), respectively. The roles and responsibilities of the Chairperson and the Managing Director are clearly segregated to ensure an appropriate balance of authority, accountability and independence in decision making.</p> <p>The roles of the Chairperson and Managing Director are set out in Clauses 6 and 7 of the Board Charter respectively, which is available on the Company's website at <a href="https://www.manforce.net/">https://www.manforce.net/</a>.</p> <p>The Independent Non-Executive Chairperson provides leadership to the Board and ensure its' effectiveness and integrity as well as the entrenchment of good corporate governance practices within the Group. In addition, our Chairperson also responsible for leading the conduct of Board meetings, ensuring that procedural rules are observed during meetings and that decisions made are properly recorded and adopted.</p> <p>Dato' Wong, the Managing Director, is responsible for the day-to-day operations of the Group, within the authorities as delegated by the Board. He is also responsible to lead the management of the Group, overseeing operating units and business performance, and ensuring the implementation of the Board's policies and decisions in accordance with the strategies approved by the Board.</p> <p>The responsibilities for the Managing Director, amongst others, are as follows:</p> <ul style="list-style-type: none"><li>(a) achieving the Group's agreed goals and adhering to Management authorities delegated by the Board;</li><li>(b) leading the development of the Group's sustainability strategies, priorities and targets, and driving the strategic management of material sustainability matters;</li><li>(c) developing long-term strategic and short-term business plans to facilitate growth, profitability and return on capital, subject to review and adoption by the Board;</li></ul>

	<p>(d) overseeing business operations and day-to-day activities to ensure smooth and effective functioning of the Group. He/she is also managing the Business including developing a sustainable strategic plan, annual operating plan and budget, performance benchmarks, and analysing Management reports;</p> <p>(e) selecting and appointing key staff, as well as ensuring high competency, productivity, and performance through performance management and professional development;</p> <p>(f) communicating the Group’s mission, vision, values and culture to the employees;</p> <p>(g) assisting the Board members and committees in fulfilling their duties as required; and</p> <p>(h) acting within all specific authorities delegated by the Board.</p> <p>The full details of the roles and responsibilities of the Independent Non-Executive Chairperson and the Managing Director are clearly set out in the Board Charter which is available at the Company’s website at <a href="https://www.manforce.net/">https://www.manforce.net/</a>.</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

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> :	<p>The Chairperson of the Board, Tengku Faizwa is not a member of the ARMC, NC and RC of the Company, nor does she participate in the deliberations of matters discussed at these Board Committees' meetings.</p> <p>This ensures that the Board Chairperson is free from any risk of self-review and/or conflict of interests that may compromise her impartiality. It also provides an appropriate level of checks and balances, ensuring that objectivity in deliberations and decision-making is not influenced by the Chairperson, who does not serve on the Board Committees, which further strengthen the integrity of the Board's decision making process, while upholding the principles of good corporate governance.</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 1.5

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 two (2) well qualified and competent Company Secretaries, namely Ms. Teo Soon Mei ("<b>Ms. Teo</b>") and Ms. Lim Jia Huey ("<b>Ms. Lim</b>"), both duly qualified to act as the Company Secretaries under Section 235(2)(a) of the Companies Act 2016 ("<b>CA 2016</b>").</p> <p>Ms. Teo is a Fellow Member of the Malaysian Institute of Chartered Secretaries and Administrators ("<b>MAICSA</b>") (Chartered Secretary and Chartered Governance Professional), an Associate Member of the Institute of Internal Auditors of Malaysia and holds a Master of Corporate Governance, with over thirty (30) years of corporate secretarial experience. Ms. Lim is a Fellow Member of MAICSA (Chartered Secretary and Chartered Governance Professional) with more than thirteen (13) years of corporate secretarial experience across various industries. Both also serve as Company Secretaries for several other companies listed on Bursa Malaysia Securities Berhad ("<b>Bursa Securities</b>").</p> <p>The Company Secretaries support the effective functioning of the Board and Board Committees by coordinating Board and Board Committee meetings and facilitating communication among Directors. They also assist to advise the Board to facilitate the shareholders' meeting. They advise the Board on corporate secretarial and corporate governance matters, Board procedures, and compliance with the applicable company, securities and listing laws and regulations. Through these functions, the Company Secretaries support the Board in promoting sound governance practices and compliance with regulatory requirements.</p> <p>To effectively perform their roles, the Company Secretaries continuously participate in professional development programmes, conferences, and seminars organised by relevant authorities and professional bodies to keep abreast of regulatory developments and best practices in corporate governance.</p> <p>The Board has direct access to the Company Secretaries and their team for professional advice and support to facilitate the effective discharge of their duties and responsibilities.</p>

	During the financial year ended 28 February 2026 (“ <b>FYE 2026</b> ”), the Board and Board Committees’ meetings were properly convened, and accurate records of proceedings and resolutions were maintained in the statutory records of the Company.	
<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>All Board and Board Committees meetings are scheduled in advance and an annual meeting calendar is prepared at the start of each year to allow Directors to manage their schedules and make necessary arrangements to attend the scheduled meetings. The calendar outlines the dates for Board and Board Committee meetings with schedule matters, as well as the AGM.</p> <p>Notices of meetings together with the relevant meeting papers are circulated to the Board and Board Committees at least five (5) business days prior to the meetings. This allows the Directors sufficient time to review and consider the matters to be deliberated, thereby facilitating informed discussion and effective decision-making.</p> <p>The Board may invite external parties, such as the Management and external advisers including auditors, solicitors and consultants to attend Board and Board Committees meetings, where appropriate, to provide additional insights, clarification and professional advice on matters under consideration.</p> <p>The deliberations and conclusions of matters discussed at the Board and Board Committees meetings are accurately recorded in the minutes of meetings. Draft minutes are circulated to the Board and Board Committees within a reasonable timeframe after the meetings to ensure that the records accurately capture the key deliberations, decisions and resolutions passed, including instances where a Director abstained from deliberation or voting on a particular matter. These minutes are subsequently confirmed at the respective subsequent meetings, and all records of proceedings and resolutions passed are properly maintained at the registered office of the Company.</p> <p>All Directors have full and unrestricted access to timely information about the Group and may seek independent professional advice at the Company's expense, when deemed necessary to discharge their duties effectively.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

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

### Intended Outcome

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

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

### Practice 2.1

The board has a board charter which is periodically reviewed and published on the company's website.

The board charter clearly identifies–

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board Charter has been adopted by the Company to provide guidance and clarity on the roles, responsibilities and matters reserved for the Board and its Board Committees, as well as the composition of the Board, appointment and re-election of Directors, and the roles and responsibilities of the Chairman, Managing Director, Executive Directors, Non-Executive Directors and Independent Directors and procedure on the access to information.</p> <p>The roles and responsibilities of the respective Board Committees, including matters delegated by the Board, matters reserved for the collective decision-making by the respective Board Committees, are set out in the TOR of each Board Committee.</p> <p>The Board Charter and the TOR of the respective Board Committees are periodically reviewed and updated to ensure consistency with the needs of the Company, applicable laws and regulations, and corporate governance best practices.</p> <p>The Board Charter and TOR of the respective Board Committees are available on the Company's website at <a href="https://www.manforce.net/">https://www.manforce.net/</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

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

### Practice 3.1

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board recognises the importance of effective leadership and stewardship in fostering and promoting an ethical corporate culture throughout the Group.</p> <p>The Board has formalised and adopted a Code of Conduct, which serves as a principal guide on the standards of ethical and professional conduct expected of the Directors, employees and vendors of the Group.</p> <p>The Code of Conduct sets out, among others, the principles and standards relating to conflicts of interest, insider trading, compliance with applicable laws and regulations, confidentiality, and professional integrity.</p> <p>All Directors and employees are expected to observe and comply with the principles and standards set out in the Code of Conduct in the course of carrying out their duties and responsibilities.</p> <p>The Board will review the Code of Conduct from time to time to ensure that it remains relevant and appropriate. The Code of Conduct is available on the Company's website at <a href="https://www.manforce.net/">https://www.manforce.net/</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

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

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

### Practice 3.2

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>To uphold the Group's commitment to ethical conduct and legal compliance, the Board further reviewed and revised the Whistle-blowing Policy on 15 June 2026. This policy provides an avenue for Directors, employees and external parties to raise concerns about possible improprieties, unethical behaviours, or illegal activities within the Group without fear of discrimination, retaliation or harassment.</p> <p>Any whistleblower who has reasonable grounds to believe that any improper conduct, misconduct, or malpractice has occurred within the Group may report such concerns to the respective Head of Department or directly to the Audit and Risk Management Committee (“<b>ARMC</b>”) via <a href="mailto:ARMC@MANFORCE.MY">ARMC@MANFORCE.MY</a>.</p> <p>The Board will review and update the Whistle-blowing Policy from time to time to ensure that it remains effective and consistent with the governing legislation and regulatory requirements.</p> <p>The Policy is available on the Company’s website at <a href="https://www.manforce.net/">https://www.manforce.net/</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>The Company was listed on ACE Market on 6 May 2026. To facilitate the listing of Company on ACE Market, the Company has adopted a Sustainability Policy on 25 April 2025.</p> <p>The Board, together with the Management, recognises the importance of sustainability in creating long-term value for the Group and takes responsibility for the governance of sustainability matters within the Group.</p> <p>Additionally, the Board has incorporated the assessment of its governance of sustainability issues into the annual performance evaluation process, recognising that these issues are critical to the Company's overall performance.</p> <p>Subsequent to the FYE 2026 and the listing of the Company on ACE Market, the Group has established a defined sustainability governance structure comprising the Board, the ARMC, and the Sustainability Oversight Unit ("SOU"), to ensure effective oversight and implementation of sustainability initiatives.</p> <p>The Board is ultimately responsible for the Group's sustainability strategy and performance. In discharging its duties, the Board considers sustainability matters in the formulation of the Group's strategies, business plans, major plans of action and risk management framework, and ensures that sustainability considerations are embedded in key decision-making processes.</p> <p>The ARMC assists the Board in overseeing risk management and internal control matters, including sustainability-related risks where applicable.</p> <p>The ARMC supports the implementation and coordination of sustainability initiatives in accordance with its TOR, while the SOU and</p>

	<p>the Management is responsible for the identification, assessment and management of material sustainability matters, as well as the execution of sustainability initiatives and action plans approved by the Board.</p> <p>The Board and Management will continue to strengthen the Group’s sustainability practices and governance framework in line with the Group’s operational needs and evolving regulatory expectations.</p> <p>The roles and responsibilities of the ARMC are outlined in the TOR of ARMC, which available on the Company’s website at <a href="https://www.manforce.net/">https://www.manforce.net/</a>.</p> <p>An overview of the Group’s sustainability commitments and management practices is set out in the Sustainability Statement within the Company’s Annual Report 2026.</p>	
<p><b>Explanation for departure</b></p>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>	:	
<p><b>Timeframe</b></p>	:	

**Intended Outcome**

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

**Practice 4.2**

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 Company maintains regular engagement with both internal and external stakeholders, comprising individuals and organisations who may influence or be affected by the Group’s operations, such as employees, investors, customers, suppliers, regulators and local communities.</p> <p>The Board recognises the importance of effective communication and constructive engagement with stakeholders in supporting the Group’s sustainability efforts and long-term business objectives. Stakeholder engagements are conducted to obtain feedback, insights and perspectives relevant to the Group’s business operations and sustainability priorities.</p> <p>Various communication platforms and engagement methods are adopted based on the respective stakeholder groups, including the Company’s website, annual reports, social media platforms, meetings, events, and employee townhall sessions. The feedback and views gathered from stakeholders assist the Management and the Board in understanding stakeholders’ expectations, identifying material sustainability matters and supporting informed decision-making.</p> <p>Details of stakeholder engagement can be found in the Sustainability Statement section of the Annual Report 2026.</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 4.3

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 members are regularly provided with opportunities to attend ongoing training programmes in areas relevant to the industry, enabling them to remain abreast of the latest developments. These programmes are intended to enhance the Board’s knowledge and competencies in key areas, including, but not limited to, sustainability, corporate governance, risk management and strategic matters relevant to the Group and its operations.</p> <p>The Company was listed on ACE Market on 6 May 2026. To facilitate the listing of Company on ACE Market, the Company established NC on 15 July 2025. The Board, through the NC, assesses the training programmes attended by each Director during the financial year to ensure that Directors remain abreast of the latest developments in the industry, as well as sustainability issues relevant to the Group, subsequent to FYE 2026 at the NC meeting held on 27 April 2026.</p> <p>The key training programs attended by each Director during the FYE 2026 are outlined in the Corporate Governance Overview Statement (“CGOS”) of the Annual Report 2026.</p> <p>The Company Secretaries regularly update the Board on the changes to the Listing Requirements and/or other regulatory requirements upon receiving circulars from Bursa Securities and/or other relevant regulators. They also provide advice on corporate disclosures and compliance matters.</p> <p>The Board will continue to enhance its knowledge and awareness of sustainability-related matters as part of its ongoing commitment to effective governance and long-term value creation.</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 Board and Senior Management are responsible for identifying and managing material sustainability risks and opportunities within the Group. The ARMC supports the Board in overseeing risk management matters, including material sustainability risks and opportunities. The SOU has also been established to support the management of sustainability matters across the Group.</p> <p>The performance evaluation of the Board in addressing the Group’s strategic and business plans which promote sustainability materials matters was evaluated through the annual Board’s effectiveness evaluation for the FYE 2026. Subsequent to the listing of the Company on 6 May 2026, the NC had conducted a NC meeting on 27 April 2026 to review the overall performance of the Board and Board Committees based on the following criteria and several factors outlined in the Fit and Proper Policy as well as their quality and integrity to ensure that the Board has an appropriate mix of skills and experience to meet the business requirements: -</p> <ul style="list-style-type: none"> <li>a) Board Composition;</li> <li>b) Board Committee Composition;</li> <li>c) Effectiveness of the Board and Board Committee; and</li> <li>d) Governance of Sustainability.</li> </ul> <p>The evaluation promotes accountability, supports the identification of areas for improvement, and facilitates the continuous development of both the Board and Senior Management in fulfilling their responsibilities effectively.</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**

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

**Practice 4.5- Step Up**

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

*Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.*

<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 5.1

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 responsible for establishing appropriate fit and proper criteria, selection and recruitment processes for the appointment of Directors and Board Committee members, and recommending suitable candidates to the Board. In identifying suitable candidates, the NC may utilise independent sources in addition to recommendations from existing Board members, Management or major shareholders.</p> <p>The NC also reviews annually the structure, balance, composition and effectiveness of the Board and Board Committees, including the required mix of skills, experience, core competencies, independence and diversity in terms of gender, age and cultural background to ensure an effective and balanced Board composition. ESG considerations, including sustainability-related expertise and training, are also integrated into the nomination and evaluation processes.</p> <p>In addition, the NC oversees succession planning for the Board and Senior Management to support board effectiveness and sustainable leadership continuity.</p> <p>The NC also reviews the tenure of each Director and the annual re-election of Directors to ensure that the composition of the Board is refreshed periodically. According to the Company's Constitution, an election of Directors shall take place at every AGM where one-third (1/3) of the Directors, or if their number is not three (3) or a multiple of three (3), then number nearest to one third (1/3), shall retire from office at least once in every three (3) years but shall eligible for re-election.</p> <p>The NC reports regularly to the Board on its activities, deliberations and recommendations in the discharge of its duties and responsibilities as set out in its TOR available on the Company's website at <a href="https://www.manforce.net/">https://www.manforce.net/</a>.</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

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>	:	<p>The present Board composition complies with Rule 15.02 of the Listing Requirements of Bursa Securities and Practice 5.2 of the Malaysian Code on Corporate Governance (“MCCG”)</p> <p>The Board consists of seven (7) members, comprising one (1) Independent Non-Executive Chairperson, one (1) Managing Director, one (1) Finance Director, one (1) Non-Independent Non-Executive Director, and three (3) Independent Non-Executive Directors, as set out in the table below:</p> <table border="1"><thead><tr><th>Name</th><th>Designation</th></tr></thead><tbody><tr><td>Tengku Faizwa Binti Tengku Razif</td><td>Independent Non-Executive Chairperson</td></tr><tr><td>Dato’ Wong Boon Ming</td><td>Managing Director</td></tr><tr><td>Chin Kok Weng</td><td>Finance Director</td></tr><tr><td>Datin Lim Gun Kiau</td><td>Non-Independent Non-Executive Director</td></tr><tr><td>Lim Chai Har</td><td>Independent Non-Executive Director</td></tr><tr><td>Tan Yiing Fung</td><td>Independent Non-Executive Director</td></tr><tr><td>Koh Eng Siong</td><td>Independent Non-Executive Director</td></tr></tbody></table> <p>The presence of Independent Directors, all of whom possess the requisite calibre and experience, provides objectivity, balance and independent judgement in the decision-making process of the Board.</p> <p>The NC is responsible to assess the independence of the independent directors on annual basis to ensure the independent directors are independent, can exercise objective judgement and able to act in the best interest of the Company, the Group, shareholders and other stakeholders.</p>	Name	Designation	Tengku Faizwa Binti Tengku Razif	Independent Non-Executive Chairperson	Dato’ Wong Boon Ming	Managing Director	Chin Kok Weng	Finance Director	Datin Lim Gun Kiau	Non-Independent Non-Executive Director	Lim Chai Har	Independent Non-Executive Director	Tan Yiing Fung	Independent Non-Executive Director	Koh Eng Siong	Independent Non-Executive Director
Name	Designation																	
Tengku Faizwa Binti Tengku Razif	Independent Non-Executive Chairperson																	
Dato’ Wong Boon Ming	Managing Director																	
Chin Kok Weng	Finance Director																	
Datin Lim Gun Kiau	Non-Independent Non-Executive Director																	
Lim Chai Har	Independent Non-Executive Director																	
Tan Yiing Fung	Independent Non-Executive Director																	
Koh Eng Siong	Independent Non-Executive Director																	
<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

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>	:	<p>In line with Practice 5.3 of the MCCG, the Board Charter, and the TOR of the NC, the tenure of an Independent Non-Executive Director should not exceed a cumulative term of nine (9) years. Upon completion of the nine (9)-year tenure, an Independent Non-Executive Director may continue to serve on the Board subject to re-designation as a Non-Independent Non-Executive Director.</p> <p>Nevertheless, where the Board considers that the continued service of an Independent Non-Executive Director beyond nine (9) years is in the best interest of the Company, the NC shall evaluate his/her independence and, if deemed appropriate for continuance in the office, NC shall provide justification to the Board and the Board shall recommend the proposed re-appointment to seek for shareholders' approval through a two-tier voting process at the AGM.</p> <p>In accordance to the Board Charter of the Company, the tenure of an ID on the Board of the Company shall be limited to twelve (12) years in the Group. If any ID had cumulatively served as an ID of the Company or any one or more of the subsidiaries of the Company for more than twelve (12) years, such ID may continue to serve on the Board as Non-Independent Director.</p> <p>During the FYE 2026, none of the Independent Non-Executive Directors of the Company has served on the Board for more than a cumulative term of nine (9) years.</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

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>In line with the TOR of NC, Fit and Proper Policy and Gender Diversity Policy adopted by the Company, the appointments of the Board members and senior management are made based on merit, in the context of diversity in skills, experience, age, background, gender, ethnicity and other factors which is in the best interests of the Group.</p> <p>Prior to making recommendations to the Board, the NC considers and assesses the suitability of new appointments based on objective criterias. The Board also embraces age diversity to encourage diversity in perspective and balance the Board’s insight, experience and approach in the decision-making.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="5">Age Group</th> </tr> <tr> <th></th> <th>&lt;40</th> <th>41-49</th> <th>50-59</th> <th>&gt;60</th> </tr> </thead> <tbody> <tr> <td><b>No. of Directors</b></td> <td>1</td> <td>2</td> <td>1</td> <td>3</td> </tr> </tbody> </table> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="2">Ethnicity</th> <th colspan="2">Gender</th> </tr> <tr> <th>Bumiputra</th> <th>Non-Bumiputra</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td><b>No. of Directors</b></td> <td>1</td> <td>6</td> <td>4</td> </tr> </tbody> </table> <p>For senior management appointments, the NC seeks nominations for suitable candidates from its members, Management and shareholders of the Company, taking into consideration relevant qualifications, skills, experience and integrity to ensure effective management of the Group’s operations. The NC then evaluates the suitability of the candidates before recommending them to the Board for approval.</p> <p>The Board employs a variety of approaches and sources to ensure that it can identify the most suitable candidates for Board position.</p>	Age Group						<40	41-49	50-59	>60	<b>No. of Directors</b>	1	2	1	3	Ethnicity		Gender		Bumiputra	Non-Bumiputra	Male	Female	<b>No. of Directors</b>	1	6	4
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Ethnicity		Gender																											
Bumiputra	Non-Bumiputra	Male	Female																										
<b>No. of Directors</b>	1	6	4																										

	The Fit and Proper Policy, Gender Diversity Policy and the TOR of NC adopted by the Board is accessible on the Company's website at <a href="https://www.manforce.net/">https://www.manforce.net/</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

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>	:	Departure
<b>Explanation on application of the practice</b>	:	
<b>Explanation for departure</b>	:	<p>During FYE 2026, Ms. Tan Yiing Fung, Ms. Lim Chai Har and Mr. Koh Eng Siong were appointed to the Board as Independent Non-Executive Directors. The candidates were identified through recommendations from existing Directors and Management, taking into consideration the skills, experience, competencies, character, integrity and time commitment required to effectively discharge their roles as Directors of the Company.</p> <p>The Board had assessed and reviewed the suitability and independence of the candidates, as well as the required mix of skills, experience, diversity and independence within the Board composition, prior to approving their appointments to the Board.</p> <p>As the NC had not been established at the time of the appointment of the above directors, the assessment and approval of their appointment was undertaken by the Board. The Board did not engage independent external sources for the identification of the above candidates during FYE 2026 as the existing network and recommendations from the Board and Management were considered sufficient in identifying candidates with the appropriate experience, expertise and qualities to meet the current needs of the Company. Nevertheless, in line with the TOR of NC, the NC and the Board remains open to utilising independent sources or any other sources to identify the suitable qualified candidate for future Board appointments.</p> <p>The NC welcomes referrals from external sources such as industry contacts, consultants and related professionals' networks to gain access to a wider pool of potential candidates. The NC may also consider recommendations from existing Board members, Management or major shareholders. Shortlisted candidates are required to furnish their</p>

	<p>curriculum vitae, including information on their academic and professional qualification, work experience, employment history and directorship in listed companies, where applicable.</p> <p>Additionally, the Board has on 22 September 2025 adopted a Fit and Proper Policy to guide the Board and the NC in assessing the suitability of candidates for appointment and re-appointment as Directors.</p> <p>The policies and procedures for the recruitment and appointment of Directors are guided by the TOR of the NC, which is available on the Company's website at <a href="https://www.manforce.net/">https://www.manforce.net/</a>.</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>	<p>:</p>	
<p><b>Timeframe</b></p>	<p>:</p>	

**Intended Outcome**

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

**Practice 5.7**

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The profiles of the Directors standing for re-election at the forthcoming Ninth AGM (“9<sup>th</sup> AGM”) are disclosed in the Directors’ Profile in the Annual Report 2026, which includes their age, gender, qualifications, directorships in other companies, working experience and the conflict of interest, if any.</p> <p>The performance of the retiring Directors who are seeking re-election at the 9<sup>th</sup> AGM was assessed through the NC’s annual evaluation process and subsequently recommended to the Board for approval. In its assessment, the NC referred to the Fit and Proper Policy adopted by the Company and the Directors’ conflicts of interest declaration to review the Board composition, Board Effectiveness and the tenure of Directors to consider the re-election of the Retiring Directors.</p> <p>The Board and the NC support the re-election of the retiring Directors who have offered themselves for re-election at the 9<sup>th</sup> AGM. The justification and recommendation for their re-election are set out in the Notice of 9<sup>th</sup> AGM and the statement accompanying the Notice of 9<sup>th</sup> AGM.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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>	:	<p>The NC is established to ensure that the Board comprises individuals with an optimal mix of qualifications, skills and experiences, and to recommend suitable candidates for appointment to the Board.</p> <p>The NC is chaired by Ms. Tan Yiing Fung, an Independent Non-Executive Director. The composition of the NC, comprising solely Independent Non-Executive Directors.</p> <p>The composition of the NC, together with the profile of Ms. Tan Yiing Fung, is disclosed in the Annual Report 2026.</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 5.9**

The board comprises at least 30% women directors.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Company adopted Gender Diversity Policy on 22 September 2025. The Board is of the view that a well-diversified workplace strengthens the Company’s capacity to achieve sustainable growth and success.</p> <p>When identifying potential candidates for Board appointment, the Board and the NC evaluates individuals based on merit against objective criteria, while giving due consideration to the value of diversity in enhancing Board effectiveness.</p> <p>For the FYE 2026, the Board comprises four (4) women Directors out of seven (7) Directors on the Board, which represents 57.14% of women representation on the Board.</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>	:	<p>The Group acknowledges and embraces the value of a diverse Board, and views greater diversity at the Board level is important in contributing to the Group’s competitive advantage. In this regard, the Board adopted a Gender Diversity Policy on 22 September 2025, which serves as a framework to promote and maintain diversity within the Board and across the Group.</p> <p>The Group is committed to being an equal opportunity employer, ensuring that all appointments to the Board, senior management and employees are based on objective criteria, including merit, skills and experience, competencies and other relevant attributes, regardless of gender, ethnicity or age.</p> <p>For the FYE 2026, there are four (4) women Directors on the Board, representing 57.14% of the total Board composition. Their presence enhances gender diversity and contributes valuable perspectives, diverse approaches, and varied leadership styles to Board discussions.</p> <p>The NC is tasked to monitor the implementation of Gender Diversity Policy and report the same to the Board on an annual basis. To ensure its effectiveness and relevance in the evolving business and regulatory environment, the Board shall review the Gender Diversity Policy periodically.</p> <p>The Directors are of the view that the current Board size and composition are optimal and appropriate for the scope and nature of the Group’s business and operations, and support effective decision-making. Nevertheless, the Board composition and size are reviewed periodically to ensure continued appropriateness. No individual or group dominates the Board’s decision-making process.</p> <p>The Gender Diversity Policy is available on the Company’s website.</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

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

### Practice 6.1

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

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

*Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.*

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The NC is responsible for evaluating the effectiveness of the Board, Board Committees and the performance of each individual director. The Board, through the NC, has reviewed and assessed the overall performance of the Board and Board Committee during FYE 2026.</p> <p>The assessment is conducted through structured evaluation forms distributed to the NC and the Board for completion. The assessment covers the following key areas:</p> <ul style="list-style-type: none"><li>(a) Board Composition;</li><li>(b) Board Committee Composition;</li><li>(c) Effectiveness of the Board and Board Committee; and</li><li>(d) Governance of Sustainability</li></ul> <p>Based on the performance evaluation for FYE 2026, the overall performance of the Board, Board Committees and individual Directors are satisfactory. It was concluded that the Board, Board Committees and all Directors have adequately and effectively discharged their duties and responsibilities. Additionally, the overall composition of the Board and the Board Committees is deemed well-balanced and appropriate based on the current size, skills mix, core competencies and experience.</p> <p>The assessment is conducted internally and facilitated by the Company Secretaries. The results of the assessment will be presented to the NC for deliberation and subsequently to the Board for consideration. The Board is of the view that such assessment approach will be effective and hence will not engage any external party for the conduct of said assessment.</p>

	Where appropriate, the outcome of the assessment is used to support continuous improvement of Board effectiveness, including considerations on Board composition and development.	
<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 7.1

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 adopted a formal Remuneration Policy on 13 September 2018 to provide a clear and transparent framework for determining the remuneration of Directors and Senior Management. The policy serves as a guide for the Board and the RC in determining remuneration structures and packages, taking into consideration the responsibilities, complexity of roles, performance of the Group, as well as the skills, experience, and expertise required.</p> <p>The Remuneration Policy was last reviewed and revised on 27 April 2026 and is available on the Company's website at <a href="https://www.manforce.net/">https://www.manforce.net/</a>. The RC and the Board review the Policy at least once in a financial year to ensure it remains relevant and aligned with the Group's business environment, administrative or operational needs as well as the latest regulatory environment.</p> <p>The remuneration of the Executive Director comprises fixed salary and performance-based components, while the remuneration of Non-Executive Directors consists of directors' fees and allowances to reimburse expenses incurred in carrying out their duties.</p> <p>Each Director shall abstain from the deliberation and voting on matters pertaining to their own remuneration.</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 RC consists solely of three (3) Independent Non-Executive Directors with the following composition:</p> <table border="1"> <thead> <tr> <th>Director</th> <th>Designation</th> </tr> </thead> <tbody> <tr> <td>Koh Eng Siong (Chairman)</td> <td>Independent Non-Executive Director</td> </tr> <tr> <td>Lim Chai Har (Member)</td> <td>Independent Non-Executive Director</td> </tr> <tr> <td>Tan Yiing Fung (Member)</td> <td>Independent Non-Executive Director</td> </tr> </tbody> </table> <p>The RC is responsible to support and advise the Board in establishing and maintaining a formal, transparent, and structured remuneration framework for the Directors and the Management of the Company and the Group.</p> <p>In this regard, the RC assists the Board in reviewing and recommending matters relating to remuneration, including compensation, bonuses, incentives, and benefits.</p> <p>The TOR of the RC is available on the Company's website at <a href="https://www.manforce.net/">https://www.manforce.net/</a>.</p>	Director	Designation	Koh Eng Siong (Chairman)	Independent Non-Executive Director	Lim Chai Har (Member)	Independent Non-Executive Director	Tan Yiing Fung (Member)	Independent Non-Executive Director
Director	Designation									
Koh Eng Siong (Chairman)	Independent Non-Executive Director									
Lim Chai Har (Member)	Independent Non-Executive Director									
Tan Yiing Fung (Member)	Independent Non-Executive 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**

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>	:	The detailed disclosure on a named basis for the remuneration of individual Directors for the FYE 2026 is set out in the CGOS of the Annual Report 2026 of the Company, and this CG Report.

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emolumen	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Dato' Wong Boon Ming	Managing Director	36.0	-	-	-	-	-	-	-	-	863.0	149.0	-	143.0	1,191.0
2	Chin Kok Weng	Executive Director	36.0	-	-	-	-	-	-	-	-	285.0	30.0	-	39.0	390.0
3	Datin Lim Gun Kiau	Non-Executive Non-Independent Director	96.0	-	-	-	-	-	96.0	96.0	-	-	-	-	-	96.0
4	Tengku Faizwa Binti Tengku Razif	Independent Non-Executive Chairperson	66.0	-	-	-	-	-	66.0	66.0	-	-	-	-	-	66.0
5	Tan Yiing Fung	Independent Non-Executive Director	35.0	-	-	-	-	-	35.0	35.0	-	-	-	-	-	35.0
6	Koh Eng Siong	Independent Non-Executive Director	23.0	-	-	-	-	-	23.0	23.0	-	-	-	-	-	23.0
7	Lim Chai Har	Independent Non-Executive Director	23.0	-	-	-	-	-	23.0	23.0	-	-	-	-	-	23.0

### 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>Due to confidentiality and sensitivity of the remuneration packages of Senior Management as well as security concerns, the Board has decided not to disclose on named basis, the top five Senior Management's remuneration components including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.</p> <p>The Board is of the view that the disclosure of such information on a named basis may not be in the best interest of the Group.</p> <p>As an alternative, the Company discloses the remuneration of the top five Senior Management of the Group during the FYE 2026, in bands of RM50,000 on an unnamed basis, as follows:</p> <table border="1"><thead><tr><th>Range of remuneration (RM)</th><th>Number of Key Senior Management</th></tr></thead><tbody><tr><td>RM100,001 to RM 150,000</td><td>2</td></tr><tr><td>RM150,001 to RM 200,000</td><td>-</td></tr><tr><td>RM200,001 to RM 250,000</td><td>1</td></tr><tr><td>RM250,001 to RM300,000</td><td>-</td></tr><tr><td>RM300,001 to RM350,000</td><td>1</td></tr><tr><td>RM350,001 to RM400,000</td><td>-</td></tr><tr><td>RM600,001 to RM 650,000</td><td>-</td></tr><tr><td>RM650,001 to RM 700,000</td><td>1</td></tr></tbody></table> <p>The remuneration of the Senior Management, including salaries, bonuses, other emoluments and benefits-in-kind, is reviewed and recommended by the RC and subsequently approved by the Board to ensure that the remuneration packages of Senior Management remain aligned with the individual's experience, level of responsibilities, performance and contribution to the Group.</p>	Range of remuneration (RM)	Number of Key Senior Management	RM100,001 to RM 150,000	2	RM150,001 to RM 200,000	-	RM200,001 to RM 250,000	1	RM250,001 to RM300,000	-	RM300,001 to RM350,000	1	RM350,001 to RM400,000	-	RM600,001 to RM 650,000	-	RM650,001 to RM 700,000	1
Range of remuneration (RM)	Number of Key Senior Management																			
RM100,001 to RM 150,000	2																			
RM150,001 to RM 200,000	-																			
RM200,001 to RM 250,000	1																			
RM250,001 to RM300,000	-																			
RM300,001 to RM350,000	1																			
RM350,001 to RM400,000	-																			
RM600,001 to RM 650,000	-																			
RM650,001 to RM 700,000	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> :		
<b>Timeframe</b> :		

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

**Intended Outcome**

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

**Practice 8.3 - Step Up**

Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis.

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

No	Name	Position	Company ('000)					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
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**

There is an effective and independent Audit Committee.

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

**Practice 9.1**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The positions of the Chairperson of the Board and the Chairperson of the ARMC are held by two (2) different individuals to ensure the Board's independent review of the ARMC's findings and recommendations are not impaired.</p> <p>The Chairperson of the Board is Tengku Faizwa, while the Chairperson of the ARMC is Ms. Lim Chai Har.</p> <p>The separation of these roles, as well as the duties and responsibilities of the ARMC and its Chairperson, are outlined in the TOR of ARMC, which is available on the Company's website at <a href="https://www.manforce.net">https://www.manforce.net</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**

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>	:	<p>The Company recognised the need to uphold the independence of its external auditors and that no possible conflict of interest whatsoever should arise. The ARMC currently comprises three (3) members, none of whom were former key audit partners of the Group’s external audit firm who have subsequently been appointed to the Board or employed by the Group.</p> <p>To preserve the independence and objectivity of the external audit process, the Company has incorporated in the TOR of ARMC a policy requiring a former key audit partner to observe a cooling-off period of at least three (3) years before being appointed as a member of the ARMC.</p> <p>The TOR of ARMC is available on the Company’s website at <a href="https://www.manforce.net">https://www.manforce.net</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

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>The ARMC is responsible for reviewing and assessing annually the suitability, performance, objectivity and independence of the external auditor in order to safeguard the quality and reliability of the audited financial statements of the Group. The ARMC also makes recommendations to the Board on the appointments, re-appointments and removal of external auditors, where applicable. The ARMC conducts its assessments in accordance with its TOR, which are available on the Company's website at <a href="https://www.manforce.net">https://www.manforce.net</a>.</p> <p>The Company has established a formal evaluation process to assess the External Auditors' performance and independence through an evaluation form completed by ARMC members. The results of the evaluation are tabled and discussed at the ARMC meeting for review. The ARMC has reviewed and discussed the outcome of the evaluation to assess the External Auditors' performance for the FYE 2026.</p> <p>For the FYE 2026, the ARMC was satisfied with the performance and independence of TGS TW PLT throughout the conduct of the audit process. The audit services provided have met the Committee's expectations in terms of quality and effectiveness.</p> <p>The ARMC also received assurance from TGS TW PLT confirming that the firm, the engagement partner and the audit team complied with the relevant ethical, professional and regulatory independence requirements.</p> <p>The ARMC recommended the re-appointment of TGS TW PLT as the External Auditors of the Company to the Board for consideration.</p> <p>Following the ARMC's recommendation, the Board at its meeting held on 15 June 2026 approved the proposed re-appointment of TGS TW PLT as the external auditors of the Company and will recommend the same for shareholders' approval at the forthcoming 9<sup>th</sup> AGM.</p>

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

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

<b>Application</b>	:	Adopted								
<b>Explanation on adoption of the practice</b>	:	<p>The ARMC comprises solely of Independent Non-Executive Directors. The current composition of the ARMC is as follows:</p> <table border="1"><thead><tr><th>Director</th><th>Designation</th></tr></thead><tbody><tr><td>Lim Chai Har (Chairperson)</td><td>Independent Non-Executive Director</td></tr><tr><td>Tan Yiing Fung (Member)</td><td>Independent Non-Executive Director</td></tr><tr><td>Koh Eng Siong (Member)</td><td>Independent Non-Executive Director</td></tr></tbody></table> <p>The Board is of the view that the ARMC, given its current composition, can provide objective and independent views, as well as the necessary checks and balances in relation to the audit matters of the Company and the Group.</p>	Director	Designation	Lim Chai Har (Chairperson)	Independent Non-Executive Director	Tan Yiing Fung (Member)	Independent Non-Executive Director	Koh Eng Siong (Member)	Independent Non-Executive Director
Director	Designation									
Lim Chai Har (Chairperson)	Independent Non-Executive Director									
Tan Yiing Fung (Member)	Independent Non-Executive Director									
Koh Eng Siong (Member)	Independent Non-Executive Director									

### 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 ARMC is primarily responsible for overseeing the Group's accounting, audit, internal controls and risk management functions. The ARMC comprises members who are financially literate and possess the appropriate level of expertise and experience to effectively discharge their duties and responsibilities in accordance with its TOR.</p> <p>The Chairperson of the ARMC, Ms. Lim Chai Har, is a member of the Association of Chartered Certified Accountants (ACCA) and a Chartered Accountant of the Malaysian Institute of Accountants (MIA). All ARMC members possess the necessary skills and competencies to discharge their duties and the ARMC Chairperson and the majority of the members are financially literate and are able to understand matters under the Committee's purview, including financial reporting process.</p> <p>Further details of the work performed by ARMC in discharging its oversight responsibilities are set out in the ARMC Report in the Annual Report 2026. The qualifications and experience of the ARMC members are disclosed in the Profile of Directors' section of the Annual Report 2026.</p> <p>The ARMC members recognise the importance of continuous professional development and undertake training programmes from time to time. In addition, the ARMC is committed to continuously seeking suitable professional development opportunities to stay abreast of developments in accounting and auditing standards, regulatory requirements, and industry practices relevant to the Group.</p> <p>A summary of training programs attended by ARMC members during the FYE 2026 is disclosed in the CGOS in the Annual Report 2026.</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

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 acknowledges that risk management is an integral part of the Group business operations. It is an ongoing process involving various levels of management in the identification, evaluation, monitoring, management and mitigation of risks that may affect the achievement of the Group's business and corporate objectives. The Board is supported by the ARMC in overseeing the risk management and internal control function.</p> <p>The Company adopted its existing Group Risk Management Policy on 23 August 2024, which serves as a guideline for the Board and the ARMC in overseeing the implementation of risk management practices across the Group.</p> <p>Significant matters related to internal controls and risk management are escalated to the Board by the ARMC. Where necessary, external advisors may be engaged to provide independent opinions on matters requiring the Board's attention.</p> <p>Details of the Group's risk management and internal control framework are outlined in the Statement on Risk Management and Internal Control ("<b>SORMIC</b>") in the Annual Report 2026. Additionally, the roles and responsibilities of the ARMC in relation to the risk management and internal control are further outlined in its TOR, which is available on the Company's website at <a href="https://www.manforce.net">https://www.manforce.net</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

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>	:	<p>The Board recognises the importance of maintaining sound risk management and internal control systems as part of good corporate governance. The Board affirms its responsibility for ensuring that the Group's risk management and internal control framework is adequate and effective in managing significant risks faced by the Group.</p> <p>The Group has in place an ongoing process for the identification, evaluation, monitoring, and management of significant risks through a structured risk management framework supported by appropriate reporting and review mechanisms. The system of internal control is designed to manage and mitigate risks to an acceptable level, rather than to eliminate all risks associated with the achievement of Group's business objectives. Accordingly, it can only provide reasonable, but not absolute, assurance against material misstatement, loss, or fraud.</p> <p>The ARMC reviews the internal and external audit findings, and the Management responses, to monitor the effectiveness and timely implementation of recommended corrective actions.</p> <p>The key features of the Group's risk management and internal control framework, together with the Board's assessment of its adequacy and effectiveness, are set out in the SORMIC in the Annual Report 2026.</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 10.3 - 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>	: Adopted								
<b>Explanation on adoption of the practice</b>	<p>The Board has established the ARMC to oversee the risk management and internal controls of the Group, together with the Management amongst others, the following:-</p> <ul style="list-style-type: none"> <li>(a) to oversight on the establishment, implementation and maintain of a sound risk management framework which identifies, assesses, manages and monitors the Group's business risk;</li> <li>(b) to perform such other functions as may be requested by the Board of Directors and to oversee and recommend the risk management policies and procedures of the Group;</li> <li>(c) to review the adequacy and effectiveness of the risk management systems, internal controls and governance processes implemented in the Company to ensure that the Group has in place at all times a risk management policy which addresses the strategic, operational, financial and compliance risk; and</li> <li>(d) to conduct an annual review and periodic testing of the risk management framework and to ensure the risk management framework and policy are embedded in and functions effectively throughout the Group and is within the parameters established by the Board and to ensure that the risk management framework is based on an internationally recognised risk management framework.</li> </ul> <p>The ARMC comprises three (3) members, all of whom are Independent Non-Executive Directors. The current composition of the ARMC is as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #0056b3; color: white;"> <th style="text-align: left;">Director</th> <th style="text-align: left;">Designation</th> </tr> </thead> <tbody> <tr> <td>Lim Chai Har (Chairperson)</td> <td>Independent Non-Executive Director</td> </tr> <tr> <td>Tan Yiing Fung (Member)</td> <td>Independent Non-Executive Director</td> </tr> <tr> <td>Koh Eng Siong (Member)</td> <td>Independent Non-Executive Director</td> </tr> </tbody> </table>	Director	Designation	Lim Chai Har (Chairperson)	Independent Non-Executive Director	Tan Yiing Fung (Member)	Independent Non-Executive Director	Koh Eng Siong (Member)	Independent Non-Executive Director
Director	Designation								
Lim Chai Har (Chairperson)	Independent Non-Executive Director								
Tan Yiing Fung (Member)	Independent Non-Executive Director								
Koh Eng Siong (Member)	Independent Non-Executive Director								

	<p>The Chairperson of the ARMC, Ms. Lim Chai Har, is not the Chairperson of the Board.</p> <p>The details of the roles and responsibilities of the ARMC are set out in its TOR, which are available on the Company's website at <a href="https://www.manforce.net">https://www.manforce.net</a>.</p>
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### Intended Outcome

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

### Practice 11.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has delegated the responsibility for reviewing the adequacy and effectiveness of the Group's risk management and internal control systems to the ARMC. Nevertheless, the Board remains ultimately responsible for maintaining a sound internal control and risk management system within the Group.</p> <p>In preparation for the Company's transfer of listing from the LEAP Market to the ACE Market of Bursa Securities, the Company had appointed SocialGreen Governance Sdn Bhd, to conduct an independent internal control review of the adequacy of the Group's corporate governance, risk management, and internal control systems.</p> <p>As part of the Group's on-going commitment to strengthen its internal control measures, the Board also appointed Eco Asia Governance Advisory Sdn Bhd ("<b>Eco Asia</b>") as the outsourced internal auditor to provide independent assurance and support the ARMC in evaluating the adequacy and effectiveness of the Group's governance, risk management and internal control processes.</p> <p>The Internal Auditor reports directly to the ARMC and carries out its functions in accordance with the approved internal audit plan to ensure that the Group's internal audit function remains effective and independent.</p> <p>For the FYE 2026, the Board approved an Internal Audit Plan comprising review of the Group's Information Technology General Controls and Enterprise Risk Management.</p> <p>Further details of the internal audit function are set out in the SORMIC of the Annual Report 2026.</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

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 Board has outsourced the internal audit function to Eco Asia, an independent professional service firm to provide independent assurance on the adequacy and effectiveness of the Group’s system of internal controls and risk management processes.</p> <p>The internal audit engagement team is led by the Associate Director, Ms. Janeeta Salim, an Associate Member of the Institute of Internal Auditors Malaysia (“IIAM”) with a Bachelor Degree in Accountancy. She has extensive experience and exposure in the field of internal audit. She is supported by an internal audit team comprising two managers, one assistant manager, two (2) seniors consultants and two (2) juniors consultants in carrying out two internal audit reviews during the FYE 2026.</p> <p>The profile of the engagement team of Eco Asia is set out as follows:-</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Principal Engagement Lead:</td> <td>Ms. Janeeta Salim (Associate Director)</td> </tr> <tr> <td>Qualification:</td> <td>About 16 years’ experience</td> </tr> <tr> <td>Experiences:</td> <td>More than 15 years of experience in internal audit, risk management, governance advisory, internal control reviews, IPO readiness assessments, and regulatory compliance reviews across various industries.</td> </tr> <tr> <td>No. of resources:</td> <td>11</td> </tr> </table> <p>The internal audit plan is circulated to and reviewed by the ARMC prior to the commencement of internal audit assignments. All internal audit engagements were conducted in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the IIAM.</p>	Principal Engagement Lead:	Ms. Janeeta Salim (Associate Director)	Qualification:	About 16 years’ experience	Experiences:	More than 15 years of experience in internal audit, risk management, governance advisory, internal control reviews, IPO readiness assessments, and regulatory compliance reviews across various industries.	No. of resources:	11
Principal Engagement Lead:	Ms. Janeeta Salim (Associate Director)									
Qualification:	About 16 years’ experience									
Experiences:	More than 15 years of experience in internal audit, risk management, governance advisory, internal control reviews, IPO readiness assessments, and regulatory compliance reviews across various industries.									
No. of resources:	11									

	<p>The outsourced internal audit personnel are independent of the Group and are free from any relationships or conflicts of interest that could impair their objectivity and independence. The ARMC is satisfied that the internal auditors have carried out their duties independently, objectively and with due professional care.</p> <p>Further details of the internal audit function are set out in the ARMC Report of the Annual Report 2026.</p>	
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

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

### Practice 12.1

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>The Board recognises the importance of effective, transparent, and timely communication with shareholders and other stakeholders to facilitate informed decision-making. The Company is committed to ensuring that stakeholders are kept informed of the Group's business activities, operations, corporate developments and financial performance through various communication channels.</p> <p>The Board and senior management engage with shareholders and stakeholders through, among others, the following channels:</p> <p>(a) Bursa Securities</p> <p>The Company make timely disclosures of material information and corporate announcements in accordance with the ACE Market Listing Requirements of Bursa Securities. Shareholders, stakeholders, and the public may access the Company's announcements and financial information via Bursa Securities' website.</p> <p>(b) Corporate website</p> <p>The Company's corporate website at <a href="https://www.manforce.net">https://www.manforce.net</a>, includes an Investor Centre section which provides relevant information relating to the Group, including corporate information, annual reports, financial results, announcements and other investor-related information. The website is accessible to shareholders, investors and the public.</p> <p>(c) The AGM</p> <p>The AGM serves as an important platform for dialogue and engagement between the Board, Management and shareholders. It provides shareholders with the opportunity to raise questions and obtain further clarification regarding the Group's business development, corporate developments and financial performance.</p> <p>During the AGM, the Board, the senior management and external</p>

	<p>auditors are present to address shareholders' enquiries and provide appropriate responses to matters raised.</p> <p>Shareholders and stakeholders may also direct their enquiries or obtain further information regarding the Company and the Group through the Company's corporate website at <a href="https://www.manforce.net">https://www.manforce.net</a>.</p>	
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

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

**Practice 12.2**

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

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

### Intended Outcome

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

### Practice 13.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board acknowledges the importance of the AGM as a vital platform for constructive engagement and effective communication between the Board, Management and shareholders. The Board ensures that shareholders are provided with sufficient time and information to prepare and consider the resolutions to be tabled at the AGM and to exercise their voting rights in an informed manner.</p> <p>The Notice of the 8<sup>th</sup> AGM held on 19 August 2025, which sets out the business to be transacted, was circulated and announced to Bursa Securities on 21 July 2025, serving a notice period of twenty-eight (28) days prior to the 8<sup>th</sup> AGM. Each item of special business included in the notice was accompanied by an explanatory note to facilitate shareholders' understanding and enable them to make informed decisions in exercising their voting rights.</p> <p>The forthcoming 9<sup>th</sup> AGM of the Company will be held on 26 August 2026 and the Notice of the 9<sup>th</sup> AGM, together with the Company's Annual Report 2026, will also be circulated to the shareholders at least twenty-eight (28) days prior to the meeting in accordance with the practice in MCCG. This also complies with the twenty-one (21) days' notice requirement as required under the Companies Act, 2026 and the Company's Constitution.</p> <p>To promote wider dissemination of information, the Notice of 9<sup>th</sup> AGM is published in a nationally circulated newspaper and made available on the Company's website at <a href="https://www.manforce.net">https://www.manforce.net</a>.</p> <p>In line with Rule 8.31A of the AMLR of Bursa Securities, all resolutions set out in the notice of the general meeting are put to vote by way of poll.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

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

**Intended Outcome**

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

**Practice 13.2**

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The AGM serves as a vital platform for constructive engagement between the Board, the Management, and shareholders. Shareholders are given sufficient time and opportunity to review the proposed resolutions, raise questions and participate in the deliberations and decision-making process at the AGM.</p> <p>At the 8<sup>th</sup> AGM, all the Directors of the Company, including the Chairpersons/Chairman of each Board Committees, attended the meeting in person in line with the best practices set out in the MCCG and endeavour to attend the Company's general meetings.</p> <p>The Board and Chairpersons/Chairman of the respective Board Committees ensure clear and meaningful responses to questions addressed to the during the AGM.</p> <p>The Sponsors and External Auditors also attended the 8<sup>th</sup> AGM to address shareholders' enquiries related to, among others, the audit process and the preparation of the Company's and Group's financial statements, if any.</p> <p>For the upcoming AGM, all of the Company's Directors will endeavour to attend the Company's 9<sup>th</sup> AGM, barring any unforeseen circumstances. Questions relating to the Committees under their purview will be addressed by the respective Directors accordingly.</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>	:	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 13.4**

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

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i>	
<b>Application</b> :	Applied
<b>Explanation on application of the practice</b> :	<p>The Company’s AGM serves as a vital platform for two-way dialogue with shareholders. Allowing them to review the performance of the Group. Shareholders are encouraged to raise questions and are provided with sufficient time for such communication.</p> <p>At the 8<sup>th</sup> AGM held on 19 August 2025, each resolution was formally tabled, following which shareholders were invited to raise any questions relating to the resolution. In the absence of queries, the resolution was subsequently put to a vote.</p> <p>The Board and Senior Management, as well as the External Auditors were present at the AGM to respond to any enquiries from the shareholders.</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 13.5**

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

*Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.*

<b>Application</b>	:	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 8 <sup>th</sup> AGM, which held on 19 August 2025 were uploaded to the Company's website within thirty (30) business days after the 8 <sup>th</sup> AGM via the Company's website at <a href="https://www.manforce.net">https://www.manforce.net</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>	:  

**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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