

CORPORATE GOVERNANCE REPORT

STOCK CODE : 5073
COMPANY NAME : Naim Holdings Berhad
FINANCIAL YEAR : December 31, 2025

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

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

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

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board of Directors plays a vital role in corporate governance. The Board endorses the overall direction of the Group, sets the Group's values and standards, approves the Group's long-term objectives, strategies, policies, annual budgets and major capital expenditures and ensures accountability to shareholders, the relevant authorities and other stakeholders.</p> <p>To enable more focused attention to the affairs of the Group, the Board delegates particular matters to the Board Committees set up for this purpose. The Board Committees are formed by the Board to focus on specific tasks within the framework of delegated authority outlined in the Terms of Reference and to make recommendations to the Board on matters within their purview. The Board Committees are the Audit Committee, Risk Management Committee, Nominating Committee, Remuneration Committee, Anti-Bribery & Corruption Compliance Committee and the Sustainability Committee.</p> <p>The Board is also responsible for the achievement of the Group's strategies, objectives, business plans and budgets, and has oversight of the Group's operations and management.</p> <p>The Managing Director is responsible for the day-to-day management of the business operation and is supported by a team of senior management. The Board is also informed of operational progress on a quarterly basis, taking into consideration the achievements to-date. The Chief Financial Officer and key senior officers, where required, are present at Board meetings to update the progress of business targets and achievements to-date.</p> <p>The Independent Directors ensure corporate accountability by providing unbiased and independent views, advice and judgement and challenging the management's assumptions and projections in safeguarding the interests of the shareholders.</p>

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

Intended Outcome

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

Practice 1.2

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

Application	:	Applied	
Explanation on application of the practice	:	Datuk Amar Abdul Hamed Bin Haji Sepawi, aged 76, is the Non-Independent Non-Executive Chairman of the Board. His profile can be viewed on pages 20 to 21 of the Company's 2025 Annual Report. He provides leadership to the Board and ensures the Board carries out its responsibilities effectively. The detailed roles and responsibilities of the Chairman of the Board have been clearly specified in the Board Charter, which is available on the Group's website at www.naim.com.my	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 1.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>Non-Independent Non-Executive Chairman, Datuk Amar Abdul Hamed Bin Haji Sepawi leads and manages the Board whereas Managing Director, Datuk Hasmi Bin Hasnan manages the business and operations of the Group.</p> <p>There is a clear division of responsibilities between the Non-Independent Non-Executive Chairman and the Managing Director to ensure a balance of power and authority.</p> <p>The authorities of the Managing Director are delegated and mandated by the Board and are spelled out in the Naim Group Authority Limit.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.4

The Chairman of the board should not be a member of the Audit Committee, 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>	
Application	: Departure
Explanation on application of the practice	:
Explanation for departure	: The Chairman of the Board is not a member of the Audit Committee and Remuneration Committee. However, the Chairman of the Board is the Chairman of the Nominating Committee as the Board Chair is accountable for the shape, composition and performance of the Board. The Board Chair generally has the broadest view of the business. As such, he is the best person to be a member and the Chairman of the Nominating Committee. The Nominating Committee comprises exclusively non-executive directors, of whom a majority is independent as follows: 1. Datuk Amar Abdul Hamed Bin Haji Sepawi (Chairman, Non-Independent Non-Executive Director) 2. Mr. Tan Chuan Dyi (Member, Independent Non-Executive Director) 3. Cik Sulaihah Binti Maimunni (Member, Independent Non-Executive Director)
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	: Please explain the measure(s) the company has taken or intend to take to adopt the practice.
Timeframe	: Choose an item.

Intended Outcome

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

Practice 1.5

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board is supported by a qualified Company Secretary. Ms Low is an Associate member of the Malaysian Institute of Chartered Secretaries & Administrators (“MAICSA”).</p> <p>The Company Secretary plays an important advisory role to the Board on administrative, regulatory requirements, and governance matters. The Company Secretary is also responsible for ensuring that accurate and proper recording of proceedings and resolutions at the Board, Board Committees meetings, and general meetings.</p> <p>The Company Secretary keeps abreast of regulatory changes by attending relevant training programmes for continuous professional development as required by Suruhanjaya Syarikat Malaysia and the MAICSA.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.6

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

Application	:	Applied
Explanation on application of the practice	:	<p>A tentative meeting calendar for a year is prepared and circulated as an information paper to all board members at the last Board meeting of the preceding year. The Calendar contains meeting dates of the Board, Board Committees, and Annual General Meeting, as well as closed periods for dealing in the securities of the Company by Directors and Principal Officers based on the scheduled announcement of quarterly results.</p> <p>In order for the Board to deliberate effectively on the agenda of the meetings, relevant meeting papers or proposals are furnished prior to and in advance of each meeting. The Group also provides meeting materials to be distributed digitally. This enables the Board to study the facts and have productive discussions before making an informed decision at the meeting. Presentations are scheduled during Board and Committee meetings by management and/or consultants and advisors in order to provide the Board with a proper understanding of and competence to deal with the current and emerging issues of the Group's businesses.</p> <p>Minutes of each Board meeting are circulated to all Directors for their review prior to their confirmation. The Directors may request clarification or raise comments before the minutes are tabled for confirmation as a correct record of the Board's proceedings. All conclusions of the Board meetings are duly recorded, and the minutes are kept by the Company Secretary.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 2.1

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board has formalized and adopted a Board Charter. The Board Charter sets out the objectives, roles, responsibilities, functions and composition of the Board. It also outlines the processes and procedures for the Board and its committees in discharging their stewardship effectively and efficiently.</p> <p>The Board charter is reviewed and updated from time to time to maintain its relevance and accuracy to the prevailing rules and regulations.</p> <p>The Board Charter is made available for reference on the Company’s website at www.naim.com.my</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 3.1

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>In line with the implementation of Section 17A of the Malaysian Anti Corruption Commission Amendment Act 2018, Naim Group has adopted the Code of Conduct & Business Ethics, Anti-Bribery & Corruption Policy and Whistleblowing Policy in its business operation on 31 May 2020.</p> <p>The Code of Conduct and Ethics, Anti-Bribery & Corruption Policy and Whistleblowing Policy are posted on the Company's intranet portal and are also published on the Company's website at www.naim.com.my</p> <p>All employees of the Naim Group, contractors, suppliers and other third parties dealing with the Naim Group are required to adhere to the Group's Anti-Bribery & Corruption Policy and relevant procedures.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 3.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Group has adopted a Whistleblowing Policy on 31 May 2020, which replaces the previous Anti-Fraud Policy Statement. The Whistleblowing Policy is important for the prevention and detection of corruption and malpractices.</p> <p>The Whistleblowing Policy is posted and available in the Company's HR portal and published on the Company's website at www.naim.com.my.</p> <p>The Whistleblowing Policy was established to receive, process and investigate any complaint received from a whistleblower and to take action, as appropriate, to address such complaint. It also provides general information about whistleblowing and whistleblower protection.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.1

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

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board together with management takes responsibility for sustainability in the Group including setting the Group’s sustainability strategies, priorities and targets.</p> <p>The Board ensures that the Group’s sustainability strategies, priorities, and targets as well as performance against these targets are communicated to its internal and external stakeholders.</p> <p>The Board takes appropriate action to ensure it stays abreast of and understands the sustainability issues relevant to the Company and its business, including climate-related risks and opportunities, by sending its members and senior management staff to attend seminars on sustainability.</p> <p>The Board is accountable for ensuring that sustainability is integrated into the strategic direction of the Group and operations. Embedding sustainability is one of the programmes to be implemented in the near future. Naim’s sustainability agenda is included in its strategic plan.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.2

The board ensures that the company’s sustainability strategies, priorities and targets as well as performance against these targets are communicated to its internal and external stakeholders.

Application	:	Applied	
Explanation on application of the practice	:	The Company’s sustainability strategies, priorities and targets are developed and formulated at the yearly corporate brainstorming sessions and upon approval of the business plans, the targets are communicated to the stakeholders.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.3

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

Application	:	Applied	
Explanation on application of the practice	:	<p>In order to ensure the Board and senior management are kept abreast of sustainability issues, some directors and senior management attended the following programs organized by external trainers to gather more knowledge and understanding of sustainability issues.</p> <p>(a) KPMG ESG Symposium: Adopting IFRS S1 & S2</p> <p>(b) MAP Part II – Leading for Impact</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.4

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board and the Senior Management have performed their respective roles in addressing material sustainability risks and opportunities.</p> <p>The Board has established the Sustainability Committee to strengthen its oversight of environmental, social, and governance (“ESG”) matters. Besides, the approved Group’s Objectives and Key Results (“OKR”) encompass various key areas, including the objectives set for ESG matters. The Group’s OKR has been cascaded to every department for effective implementation and annual performance evaluation.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.5- Step Up

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

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome

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

Practice 5.1

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.

Application	:	Applied
Explanation on application of the practice	:	<p>The Nominating Committee ("NC") is responsible for assisting the Board, amongst others, to review the board composition with regard to the mix of skills, independence, diversity, experience, and other qualities of board members required to meet the needs of the Group as well as to develop, maintain and review the criteria and policies for recruitment.</p> <p>The NC is also responsible for reviewing and assessing the performance of all directors annually. Further, they also assess the Independent Directors, in particular those who have served more than 9 years, to ensure their independence is not impaired.</p> <p>In order to ensure a person to be appointed or elected/re-elected as a Director of the Company possesses the necessary quality and character as well as integrity, competency and commitment, the Board had in June 2022 adopted a Directors' Fit and Proper Policy, which serves as a guide for the Nominating Committee and the Board in their review and assessment of candidates or re-elected Directors. During the year, the Nominating Committee has conducted the fit and proper assessment of the Directors who were proposed for re-election at the AGM of the Company.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.2

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Board is comprised of 7 members, i.e. the Non-Independent Non-Executive Chairman, 2 Executive Directors, a Non-Independent Non-Executive director and 3 Independent Non-Executive Directors. All 7 of them came from diverse backgrounds and bring with them a wide and varied range of expertise. While the board composition meets the regulatory threshold of one third (1/3) of the Board to comprise independent directors, it falls short of the recommended thresholds for non-large companies under the Code, i.e. at least half of the Board comprises Independent Directors, following the resignation of an independent non-executive director on 8 April 2025.	
		The Board recognises that the current composition does not meet the Code threshold, but is nevertheless committed to upholding the highest standards of corporate governance with the existing independent directors bringing essential objectivity and rigor to the Board and Board Committees deliberations.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Others	Please specify number of years.

Intended Outcome

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

Practice 5.3

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Board, through its Nominating Committee, is responsible for assessing and evaluating director independence, ensuring it is not impaired, and that directors maintain objectivity to support transparent and unbiased decision-making. If satisfied with the assessment, the Nominating Committee will recommend the retention of the Independent Directors, subject to shareholders' approval.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.4 - Step Up

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

Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.

Application :	Not Adopted
Explanation on adoption of the practice :	

Intended Outcome

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

Practice 5.5

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

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

Application :	Applied		
Explanation on application of the practice :	Board composition and diversity are important. The NC reviewed the Board's diversity in skills, experience and gender on a yearly basis. Board Diversity in 2025 (1) Board Size; During the year under review, the Board comprises a total of 7 Directors. (2) Board Skills/Experience		
	Datuk Amar Abdul Hamed Bin Haji Sepawi	-	Property Development, Construction, Timber, Oil Palm, Energy, Education and Communication
	Datuk Hasmi Bin Hasnan	-	Valuation, Project Management, Property Development and management, Construction, timber, manufacturing, trading and publishing.
	Emily Hii San San	-	Accounting, Tax, Audit, Finance, Treasury, and Corporate Finance Planning
	Chin Chee Kong	-	Audit, Taxation, Financial, Risk Management, Banking, Corporate & Financial Advisory
	Tan Chuan Dyi	-	Fund management, Institutional broking, Investment banking and Manufacturing
	Sulaihah Binti Maimunni	-	Construction, Civil Engineering
	Datuk Ahmad Bin Abu Bakar	-	Accounting, Property Development, Oil and Gas, Oil Palm and Timber-Related Industries

(3) Board Diversity: The diversity in age, gender, race/ethnicity (cultural background of the existing Board as of 31 December 2025 is as follows: -

	Age Group	
	Below 60	Above 60
No. of Directors	2	5

	Race/Ethnicity		Gender	
	Malay/Bumiputra	Chinese	Male	Female
No. of Directors	4	3	5	2

The Board believes that diversity facilitates optimal decision-making by harnessing different insights and perspectives.

Management Diversity 2025

The diversity of the senior management team as of 31 December 2025 is as follows: -

Age Group			
30-39	40-49	50-59	60 years and above
3	3	2	2

Race/Ethnicity		Gender	
Malay/Bumiputra	Chinese	Male	Female
5	5	7	3

Explanation :
for
departure

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

Measure :

Timeframe :

Intended Outcome

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

Practice 5.6

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Nominating Committee receives recommendations for the appointment of Director(s) from Board members and it also accepts referrals from external sources.</p> <p>The Nominating Committee shall be responsible for selecting, assessing, evaluating and recommending suitably qualified candidates for proposed appointment to the Board. Each candidate will be evaluated on his/her competency in the mix of skills that will best complement the Board's effectiveness and knowledge, time commitment, taking into consideration of the number of Boards on which he/she sits, strategy and vision, commitment to the interest of shareholders, mature judgment, professional qualification, management ability, and the possibility of any conflict of interest.</p> <p>Candidates for Non-Executive Director positions will also be assessed on their independence, the number and nature of directorships held in other companies, the independence of the candidate pursuant to Bursa Malaysia Listing Requirements, and the calls on their time from other commitments, in order to ensure full and active contributions to the board's affairs.</p> <p>Only candidates possessing the highest standards of personal and professional ethics and integrity, practical wisdom and mature judgment, and who are committed to representing the interests of the shareholders at all times, will be considered for recommendation to the Board for appointment.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.7

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The profiles of Directors are published in the Annual Report and on the Company's website. These include their age, gender, directorships in other companies, working experience, as well as shareholdings in Naim, if any.</p> <p>The Nominating Committee will provide necessary justifications for the recommendation regarding the appointment of new directors or the reappointment of existing directors.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.8

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

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>While the Chairman of the Board is not a member of the Audit Committee and Remuneration Committee, he is the Chairman of the Nominating Committee. This is because, as Chairman of the Board, he is accountable for the shape, composition, and performance of the Board. Further, the Chairman of the Board generally has the broadest view of the business. As such, he is the best person to be a member and the Chairman of the Nominating Committee.</p> <p>The Nominating Committee comprises exclusively non-executive directors, of whom a majority is independent as follows:</p> <ol style="list-style-type: none">1. Datuk Amar Abdul Hamed Bin Haji Sepawi (Chairman, Non-Independent Non-Executive Director)2. Mr. Tan Chuan Dyi (Member, Independent Non-Executive Director)3. Cik Sulaihah Binti Maimunni (Member, Independent Non-Executive Director)
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
Timeframe	:	Choose an item.

Intended Outcome

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

Practice 5.9

The board comprises at least 30% women directors.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	As of 31 December 2025, the Board comprised five (5) male directors, representing 71% of the Board and two (2) women directors, representing 29% of the Board. The Company is actively sourcing suitable women candidates to fill up the vacant position.
		The Nominating Committee / the Board will continue to refresh its Board of Directors in a systematic manner to ensure continuity and balance in composition.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
Timeframe	:	Choose an item.

Intended Outcome

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

Practice 5.10

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Company acknowledges the importance of the participation of women in the Board and senior management team. The current women's participation on the Board is 28.57%, and senior management is 27.27%.	
		The Company does not currently have a formal policy on gender diversity for the Board and senior management. Nevertheless, the Board recognises the importance of diversity and considers gender, alongside skills, experience and other relevant factors, in its appointment decisions. The Company will continue to review the need to formalise such a policy in line with best practices.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

Intended Outcome

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

Practice 6.1

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

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

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
Application	: Applied
Explanation on application of the practice	: <p>The Nominating Committee evaluates and assesses the effectiveness of the Board and its committees. The evaluation exercise is undertaken after the end of each financial year. The Executive and Non-Executive Directors are assessed by peers and via self-evaluation on how he/she performed against set parameters, the contribution of the director to the Board's strategic thinking, leadership, and commitment of the director, participation in Board and Committee meetings, and communication and interpersonal skills of the director.</p> <p>Pursuant to Paragraphs 15.08A and 15.20, the Nominating Committee reviewed the performance of the Audit Committee and its members against the Audit Committee's Terms of Reference, and was of the opinion that the Audit Committee had carried out its duties in accordance with the terms of reference during the financial year ended 31 December 2025 and recommended that its members be retained for another term of office.</p> <p>The Objective and Key Results (targets) for the Executive Directors include quantifiable baseline and stretched targets, and incentives in the form of individual and team rewards were pre-approved by the Board at the time the budget for the subsequent year was tabled and may thereafter be revised based on prevailing economic and market conditions.</p> <p>The Company did not engage any external independent experts or consultants as advisors to facilitate the board evaluation process. During the year under review, the assessment and evaluation were conducted in-house.</p> <p>For any new appointment or re-election of directors, the Nominating Committee shall be tasked with assessing the quality, character,</p>

	integrity, competency, and time commitment of the relevant directors, in accordance with the Directors' Fit and Proper Policy.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 7.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>As the Senior Management reports to the Managing Director, their remuneration package is determined by the Managing Director. Fees for Non-Executive Directors and remuneration for the Non-Executive Chairman are proposed by the Board and approved by shareholders at the AGM.</p> <p>The remuneration for the Managing Director and senior management comprises two (2) parts, namely the fixed and variable remuneration components. The fixed component is the basic salary, whereas the variable component relates to incentives tagged to targets and outcomes, and the ability to contribute to the long-term strategies of the organisation. Non-Executive Directors shall be eligible for the fixed component. However, they are not eligible to participate in the variable performance-linked incentive scheme in the form of annual bonuses.</p> <p>Non-Executive Directors are offered competitive remuneration in line with the market's norm to attract and retain capable and suitable individuals who are able to apply sound independent judgment based on extensive professional experience and knowledge.</p> <p>Subject to shareholders' approval, Non-Executive Directors are entitled to two (2) kinds of remuneration:</p> <ol style="list-style-type: none">1) meeting allowance or special allowances when called upon to perform extra services or give special attention to the business of the Group.2) Directors' fees and other benefits recommended by the Board and approved by shareholders in the AGM. <p>As aforementioned, the Executive Director is paid a salary and bonus. However, he is not entitled to meeting allowances and fees.</p>

	No Director is involved in determining their own remuneration.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 7.2

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Terms of Reference of the Remuneration Committee are available on the Company’s website at www.naim.com.my	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 8.1

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

Application	:	Applied
Explanation on application of the practice	:	Details of remuneration of each Director during the financial year ended 31 December 2025 is disclosed in the following table.

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Datuk Amar Abdul Hamed Bin Haji Sepaw	Non-Executive Non-Independent Director	Input info here	RM998.49	Input info here	Input info here	RM17.83	Input info here	RM1,016.32	Input info here	RM998.49	Input info here	Input info here	RM17.83	Input info here	RM1,016.32
2	Datuk Hasmi Bin Hasnan	Executive Director	Input info here	RM133.20	RM1,695.46	Input info here	RM19.70	Input info here	RM1,848.36	Input info here	RM133.20	RM1,695.46	Input info here	RM19.70	Input info here	RM1,848.36
3	Emily Hii San San	Executive Director	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	RM42.80	RM660.00	Input info here	Input info here	Input info here	RM702.80
4	Datuk Ahmad Bin Abu Bakar	Independent Director	RM90.00	RM36.50	Input info here	Input info here	Input info here	Input info here	RM126.50	RM90.00	RM36.50	Input info here	Input info here	Input info here	Input info here	RM126.50
5	Chin Chee Kong	Non-Executive Non-Independent Director	RM90.00	RM29.00	Input info here	Input info here	Input info here	Input info here	RM119.00	RM90.00	RM29.00	Input info here	Input info here	Input info here	Input info here	RM119.00
6	Tan Chuan Dyi	Independent Director	RM90.00	RM35.00	Input info here	Input info here	Input info here	Input info here	RM125.00	RM90.00	RM35.00	Input info here	Input info here	Input info here	Input info here	RM125.00
7	Sulaihah Binti Maimunni	Independent Director	RM90.00	RM39.50	Input info here	Input info here	Input info here	Input info here	RM129.50	RM90.00	RM39.50	Input info here	Input info here	Input info here	Input info here	RM129.50
8	Datin Mary Sa'diah Binti Zainuddin (Resigned on 8 April 2025)	Independent Director	RM24.50	RM11.50	Input info here	Input info here	Input info here	Input info here	RM36.00	RM24.50	RM11.50	Input info here	Input info here	Input info here	Input info here	RM36.00

9	Ailsa Binti Hasmi (Resigned on 27 March 2025)	Non-Executive Non-Independent Director	RM22.50	RM4.00	Input info here	Input info here	Input info here	Input info here	RM26.50	RM22.50	RM4.00	Input info here	Input info here	Input info here	Input info here	RM26.50
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
14	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
15	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

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.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Board is of the opinion that it would not be in the best interest of the Group to make such detailed disclosure of key senior management's remuneration on a named basis.	
		Accordingly, such details are not disclosed in the annual report in view of the competitive market for talent.	
		Alternative Practice: Not Available.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

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

Intended Outcome

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

Practice 8.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.1

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

Application	:	Applied	
Explanation on application of the practice	:	The Audit Committee Chairman is Mr. Tan Chuan Dyi, an Independent Non-Executive Director. He is not the Chairman of the Board.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.2

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

Application	:	Applied	
Explanation on application of the practice	:	No former partner of the external audit firm of the Company had been appointed as a member of the Audit Committee during the year under review.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Audit Committee is directly responsible for oversight of the Company's external auditors.</p> <p>Prior to the commencement of the annual audit, the Audit Committee will meet the external auditor to discuss the Group's audit plan and audit methodology.</p> <p>The Audit Committee will also conduct a review of the performance of the external auditors annually pursuant to Paragraph 15.21 Bursa Malaysia Listing Requirements, where the following areas will be assessed:-</p> <ul style="list-style-type: none">(a) the quality of services provided;(b) the sufficiency of resources;(c) communication and interaction; and(d) independence, objectivity and scepticism <p>Thereafter, the Audit Committee will form an opinion and, if deemed fit, recommend the reappointment of the external auditors, subject to shareholders' approval at the forthcoming AGM.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application :	Not Adopted
Explanation on adoption of the practice :	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>All members of the Audit Committee are financially literate and are able to analyse and interpret financial statements in order to discharge their duties and responsibilities.</p> <p>Pursuant to Paragraph 15.20 of Bursa Malaysia Listing Requirements, an annual assessment of the term of office and performance of the Audit Committee will be undertaken by the Nominating Committee.</p> <p>The Audit Committee will be assessed in the following areas: -</p> <ol style="list-style-type: none">(1) Composition and quality(2) Understanding the business, including risks(3) Process and Procedures(4) Oversight of financial reports, including internal controls(5) Oversight of audit functions(6) Monitoring activities <p>Based on the outcome of the assessment, the Nominating Committee, where appropriate, will recommend to the Board that the Audit Committee members to be retained for another term of office.</p> <p>The Audit Committee members will continue to attend relevant seminars and training from time to time as they consider necessary to equip themselves to discharge their duties effectively.</p>
Explanation for departure	:	

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

Measure :		
Timeframe :		

Intended Outcome

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

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

Practice 10.1

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board is responsible for the Group’s system of internal control and risk management. The Group has an effective risk management and internal control framework. In particular, the Group has in place an Enterprise Risk Management (“ERM”) Framework that is compliant with ISO 31000: 2018 Risk Management.</p> <p>The Group’s system of internal control is designed to manage rather than eliminate the risk of failure to achieve business objectives and can only provide reasonable, but not absolute, assurance against the occurrence of any material misstatement or loss.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 10.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board, through the Risk Management Committee (“RMC”), oversees the risk management matters of the Group. The risk management framework establishes the context of risk in relation to the Group’s business and sets out the process for risk identification, measurement, and treatment with continuous monitoring, reviewing, and communication.</p> <p>All key risks are captured in a risk template and reviewed by the respective business units. The risk template includes a detailed assessment of risks as well as the corresponding mitigating controls implemented or to be implemented. All risks are consolidated and presented for deliberation during the quarterly Risk Management Sub-Committee (“RMSC”) meetings attended by heads of department of various business units. Subsequently, the reports will be presented to the RMC to ensure its continued application and relevance.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 10.3 - Step Up

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

Application	:	Adopted								
Explanation on adoption of the practice	:	<p>The Risk Management Committee comprises wholly of Non-Executive Directors, two (2) of whom are Independent Non-Executive Directors and one (1) is a Non-Independent Non-Executive Director.</p> <p>A summary of the Risk Management Committee membership is as follows: -</p> <table border="1"><thead><tr><th>No.</th><th>Membership of the Risk Management Committee</th></tr></thead><tbody><tr><td>1.</td><td>Mr. Tan Chuan Dyi, Independent Non-Executive Director (Chairman of the Risk Management Committee)</td></tr><tr><td>2.</td><td>Cik Sulaihah Binti Maimunni, Independent Non-Executive Director</td></tr><tr><td>3.</td><td>Datuk Amar Abdul Hamed Bin Haji Sepawi, Non-Independent Non-Executive Director</td></tr></tbody></table>	No.	Membership of the Risk Management Committee	1.	Mr. Tan Chuan Dyi, Independent Non-Executive Director (Chairman of the Risk Management Committee)	2.	Cik Sulaihah Binti Maimunni, Independent Non-Executive Director	3.	Datuk Amar Abdul Hamed Bin Haji Sepawi, Non-Independent Non-Executive Director
No.	Membership of the Risk Management Committee									
1.	Mr. Tan Chuan Dyi, Independent Non-Executive Director (Chairman of the Risk Management Committee)									
2.	Cik Sulaihah Binti Maimunni, Independent Non-Executive Director									
3.	Datuk Amar Abdul Hamed Bin Haji Sepawi, Non-Independent Non-Executive Director									

Intended Outcome

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

Practice 11.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>Group's assets. The Board is assisted by the Audit Committee, which is responsible for the Group's internal control system, accounting policies and Financial Reporting.</p> <p>The internal control system throughout the Group is managed and monitored by an in-house Internal Audit Department ("IAD"), whose primary function is to assist the Audit Committee in discharging its duties and responsibilities. The IAD reports regularly to the Audit Committee on their findings on the adequacy and effectiveness of the Group's internal control systems. The Audit Committee reviews the adequacy, effectiveness, and integrity of the internal control systems.</p> <p>The IAD reports directly to the Audit Committee on its activities based on the approved annual Internal Audit Plan. The approved plan is designed to cover high-risk areas and entities across all levels of operations within the Group, other than associates and joint ventures. Systems and processes are reviewed, and where improvement opportunities are identified, these are reported to the Audit Committee for Management's remediation.</p> <p>The IAD's roles and responsibilities are defined in the Internal Audit Charter, with the mission to provide independent, reasonable assurance over the adequacy and effectiveness of the internal controls, as well as support Management through the provision of advisory services to improve the organization's operations.</p> <p>The IAD provides the Audit Committee with independent and objective reports on the adequacy and effectiveness of the system of internal controls and procedures in the operating units within the Group and the extent of compliance with the Group's established policies, procedures and guidelines, and also compliance with applicable laws, regulations, directives and other mandatory compliance requirements.</p> <p>The IAD is independent of the activities audited and performs its duties with impartiality and due professional care. The performance of the Senior Manager of Internal Audit is assessed by the Audit Committee.</p>
Explanation for departure	:	

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

Intended Outcome

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

Practice 11.2

The board should disclose–

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Internal Audit Department (“IAD”) adopts the International Professional Practices Framework (“IPPF”), an authoritative guidance promulgated by the Institute of Internal Auditors (“IIA”).</p> <p>The department is headed by Mr. James Wong. He is a Certified Public Accountant with over 10 years of experience as a Governance, Risk and Compliance professional.</p> <p>As at 31 December 2025, the IAD had one (1) staff. The internal audit staff possesses tertiary qualification in the field of accounting and finance. For the year under review, the internal audit personnel was free from relationships or conflicts of interest.</p> <p>To accomplish its primary objectives in examining and evaluating whether the Group’s governance, risk and internal control processes are adequate and functioning properly, the internal audit personnel are authorised to have full, free and unrestricted access to the Group’s operations, activities, information, functions, records, properties and personnel in discharging their duties.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 12.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Group has formalized corporate disclosure policies and procedures on communication with stakeholders.</p> <p>The Group communicates with shareholders by way of the Annual Reports and Financial Statements, by announcing its quarterly results and through periodical announcements to the market. The level of disclosure adopted in the Annual Reports and quarterly results is designed to go beyond the statutory obligations, in order to serve as an effective means of communication and information on the Group's operations.</p> <p>In addition, the investment community, comprising individuals, analysts, fund managers, and other stakeholders, has dialogues with the Group's authorized representatives (i.e. the Chairman and Managing Director). This provides a further channel for communicating and engaging directly with the shareholders, investors, and investment community. Non-Executive Directors may attend such meetings but are not expected to provide information on the Group's performance. Discussions at such meetings are restricted to matters in the public domain.</p> <p>The general meetings are the principal forum for dialogue and interaction with the shareholders of the Company. The Board encourages active participation from shareholders during these meetings.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
------------------	---	--	--

Intended Outcome

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

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

Practice 12.2

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

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

Intended Outcome

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

Practice 13.1

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Company dispatched the Notice of its 23rd Annual General Meeting on 25 April 2025 to shareholders, well in advance of the 28 days' notice for the Annual General Meeting scheduled on 27 May 2025.</p> <p>On 25 April 2025, notifications were sent to shareholders either by email or letter to inform that the Annual Report 2024, Notice of the 23rd Annual General Meeting, Proxy Form and Administrative Details for the 23rd Annual General Meeting which was scheduled on 27 May 2025 were available on the Company's website in accordance with Clause 157 of the Constitution of the Company and Section 320 of the Companies Act 2016.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>All the Directors, Chairmen of Audit, Nominating, Risk Management and other committees attended the 23rd Annual General Meeting held on 27 May 2025.</p> <p>The management and External Auditors were also present at the Annual General Meeting to respond to any questions raised by the shareholders.</p> <p>A summary of key matters discussed during the 23rd Annual General Meeting was published on the Company's corporate website at www.naim.com.my</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.3

Listed companies should leverage technology to facilitate–

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

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The 23rd Annual General Meeting was held physically without remote participation. The venue of the meeting was easily accessible to shareholders.	
		Shareholders who are unable to attend are allowed to appoint proxies to attend, speak, and vote on their behalf.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

Intended Outcome

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

Practice 13.4

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>	
Application :	Applied
Explanation on application of the practice :	At the opening remarks of the 23rd Annual General Meeting, the Non-Independent Non-Executive Chairman, Datuk Amar Abdul Hamed Bin Haji Sepawi informed members, corporate representatives and proxies present at the meeting of their rights to ask questions. Ample time and opportunities were given to the shareholders to pose question. Questions received during the meeting were addressed by the Managing Director, Datuk Hasmi Bin Hasnan.
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

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

Practice 13.5

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

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

Intended Outcome

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

Practice 13.6

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

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
Application	: Applied
Explanation on application of the practice	: The minutes of the 23rd Annual General Meeting (“AGM”) were uploaded on the Company’s website at https://www.naim.com.my/investor-relations/corporate-governance/ on 19 June 2025, which is within 30 business days after the AGM.
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

**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.

Click or tap here to enter text.

