

# CORPORATE GOVERNANCE REPORT

**STOCK CODE** : 5263  
**COMPANY NAME** : Sunway Construction Group Berhad  
**FINANCIAL YEAR** : December 31, 2024

## 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.

<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	<p>The Board of Directors ("<b>Board</b>") of Sunway Construction Group Berhad ("<b>SunCon</b>" or the "<b>Company</b>") is responsible for the strategic leadership and collectively responsible for the achievement of the objectives and goals of SunCon and its subsidiaries ("<b>Group</b>"). The Board sets the Group overall strategic direction, ensuring good corporate governance and core ethical values as well as driving sustainability initiatives. The Management of the Group is responsible for ensuring that the Group operates with integrity and in compliance with all the applicable laws, rules and regulations, board policies as well as promoting good governance culture within the Group in achieving its key performance indicators ("<b>KPIs</b>").</p> <p>The Board is guided by the Board Charter which outlines its duties and responsibilities. The Board Charter will be reviewed and updated periodically to ensure it is updated with the applicable laws or regulatory requirement. The Board Charter was last updated on 21 November 2024 and is available on the Company's website at <a href="https://www.sunwayconstruction.com.my/investor-relations/">https://www.sunwayconstruction.com.my/investor-relations/</a>.</p> <p>The Board is also guided by its core values which encompasses:</p> <p>(a) Integrity – Doing the right thing at all times:</p> <ul style="list-style-type: none"> <li>• By conducting ourselves in an honest and trustworthy manner</li> <li>• Acting professionally, ethically and honourably</li> <li>• Ensuring our actions are consistent with our words</li> </ul> <p>(b) Humility – Being humble:</p> <ul style="list-style-type: none"> <li>• Never stop learning</li> <li>• Care for and respect people and the environment</li> <li>• Seek first to understand, then to be understood</li> </ul> <p>(c) Excellence – Take pride in all that we do:</p> <ul style="list-style-type: none"> <li>• Strive to deliver high quality products and services</li> </ul>

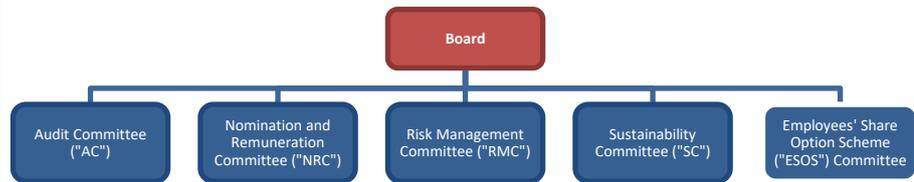
- Continuously innovate and improve greater progress
- Seek to inspire others to excel

The Board assumes the following roles and functions:

- Setting the vision, mission, objectives, goals and strategic plans for the Group with a view to maximising shareholders' value as well as ensuring long term sustainability of the Group's performance.
- Ensuring the strategic plans of the Company supports long-term value creation and includes strategies on economic, environmental and social considerations underpinning sustainability.
- Approving and reviewing the Group's strategies, budgets, plans and policies, including acquisitions, divestments, restructuring, funding and major capital expenditure as well as monitoring the implementation thereof by the Management.
- Overseeing the conduct of Group's businesses as well as supervising and assessing Management's performance to determine whether the businesses are properly managed to achieve its targeted returns.
- Identifying and monitoring the Group's principal risks and ensuring the implementation of appropriate plans and systems to mitigate and manage these risks. The Board through the Risk Management Committee ("**RMC**"), sets, where appropriate, objectives, performance targets and policies to manage the key risks faced by the Group.
- Setting the risk appetite within which the Board expects Management to operate and ensure that there is an appropriate risk management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks including sustainability risks relating to Environmental, Social and Governance ("**ESG**").
- Ensuring that senior management possesses the necessary skills, competencies and relevant experience to execute the Group's strategic plans. In addition, ensuring Management establishes a systematic transition or succession system and ensuring regular refreshment of Board members in accordance with the Board Renewal Policy.
- Human resources planning and development.
- Reviewing the adequacy and integrity of the Group's internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines.
- Promoting good corporate governance culture within the Group towards continuously instilling and reinforcing ethical, prudent and professional behaviour.
- Developing and implementing a communications policy for the Company that enables effective communication with stakeholders.
- Ensuring that the Group has in place procedures to enable effective communication with stakeholders.
- Ensuring that the Company's sustainability strategies, priorities and targets as well as performance against these targets are communicated to its internal and external stakeholders and that the Group continues to make progress against these set targets.
- Reviewing the adequacy and the integrity of the financial and non-financial reporting of the Group. The Board is supported by the Audit

Committee (“AC”) to oversee the Group’s financial reporting processes and the quality of its financial reporting as well as the related party transactions and conflict of interest (“COI”) or potential COI including interest in competing business involving directors, key management and legal representative.

The Board is assisted by the following Board committees to effectively discharge its functions and responsibilities:



The Board committees operated under the Board-approved written terms of reference (“TORs”) and actively engage to ensure the Group’s adherence to good corporate governance practices. The TOR for the NRC was last updated on 21 November 2024, whereas the TOR of SC was updated on 22 August 2024. The Board reviewed the TOR for both the AC and RMC on 21 November 2024, and no changes were made. The approved TOR of the respective Board committees are available for reference on the Company’s website.

Following the shareholders’ approval of the proposed Employees’ Share Option Scheme (“ESOS”) at the EGM held on 23 December 2024, the Board has established an ESOS Committee with full and absolute discretion to implement and administer the ESOS in accordance with the provisions set forth in the ESOS By-Laws (“By-Laws”). On the same date, the TOR for the ESOS Committee was also approved and adopted.

**Approval of Group Business Plan and Budget 2024 (“Group BP”)**

It has in place an annual business plan process at the beginning of the year whereby the Group Managing Director (“GMD”), together with his Senior Management team, discussed with the Board the recommended intermediate and long-term targets such as targeted order books, corporate and operational strategies together with the proposed financial targets, borrowing and cash flow position, investment plans, capital expenditure and manpower planning as well as sustainability and digitalisation initiatives for the year.

On 16 January 2024, the GMD together with Senior Management deliberated with the Board, the Group BP. The Group BP comprised the strategic business plans for construction division, sustainable energy division, precast division and geotechnical division. It sets out the overall strategic direction of the Group into new business opportunities, strategies to achieve the targeted Order Book, budgets, key performance targets, digitisation journey and sustainability initiatives for financial year 2024 (“FY2024”) and the next 5 years. The Management and Board brainstormed on the industry outlook and competitive landscape and challenges ahead.

The Board together with Management also reviewed the Group's overall actual performance achieved for year 2023 against the budget as well as benchmarking against previous year's performance. The Group achieved the highest turnover of RM2.5 billion, highest productivity gains and new order book secured exceeding 2023 BP targets. Significant variances were explained, and weaknesses/challenges were highlighted.

For financial year 2023, the Group achieved the following recognitions:

- MSCI ESG AA Rating
- Edge Billion Ringgit Club Award 2023 – Highest ROE over 3 years under Construction segment
- Australasian Reporting Award 2023 – Silver Award
- Talentbank Graduates' Choice Award 2023 – Champion under construction category
- Malaysian Institute of Architects (PAM) – Silver Award
- CIDB Qlassic – Award for Excellence 2023
- Autodesk ASEAN Innovation Award 2023 – Cloud Advocate of the Year Award – Country Winner

The Board having deliberated with Management, approved the 2024 business objectives and financial targets as well as the targeted order book. The Board had identified the advanced technology facilities as new growth opportunities. With that, the Group will focus on more complex building projects like data centres, advanced distribution centres and semiconductor facilities. The Group will also deepen its digital footprint operationally and pursue business sustainability through ESG initiatives including efforts to minimise its carbon footprint by adopting a Carbon Reduction Policy. The Board and Management agreed on targets to be achieved for Scope 1 and Scope 2 Emission Intensity for the Group. The Board also approved the Group's carbon reduction pathway for Year 2030, 2045 and 2050. As part of this commitment, the Group will continuously increase its planned investments in renewable energy over the years, enhance energy optimization strategies by use of renewable energy in operations, electrification of vehicle fleet and use of energy efficient equipment, avoid wastage generation through optimal design and process, product recycling and achieve carbon offsets for green energy projects.

The Board was also updated by Management on the progress of the 5-year digitization roadmap which commenced in Year 2022, named "Sunway Virtual Design & Construction Roadmap". Some of the digitization initiatives under the roadmap includes digitization of construction documents, standardization of 4D application, further development of 5D application, cost management module etc. In order to ensure achievement of the strategic objectives, the Board together with GMD have implemented systematic talent management plan. It has identified a pipeline of successors for key senior management roles.

The Board and Management also engaged in discussion on various strategic initiatives, including geographical expansion plans to Singapore, Vietnam and India focussing on specific tender projects. The Board also

recommended exploring new Private Finance Initiative projects. Various operational and tactical strategies to achieve asset optimisation, capital management strategy, cost efficiency and containment, as well as productivity per employee were also discussed.

The Board provided ideas and inputs as well as challenged Management's views and assumptions used in the financial forecast in achieving the performance target. The Board also reviewed and approved the budgeted capital expenditure and set the KPIs for the Management.

**Quarterly reporting of financial results and performance review**

The GMD holds the executive responsibility for the day-to-day operation of the Company's business, and the execution of the approved business policies and directions established by the Board and of all operational decisions in managing the Company.

On a quarterly basis, the GMD and Chief Financial Officer ("CFO") presented their reports to the Board covering the following aspects:

- overview of the macro-economic situation and trends;
- update on the Group's Key Strategic Direction, encompassing key all divisions, and other potential project opportunities;
- report on operational progress for each division and comparing actual financial performance achieved vs budget; and
- update on the current status of the order book and tender book.

The Board was briefed on the progress of all on-going construction projects. It was able to provide valuable insights and solutions to assist Management in addressing challenges, bottle necks and expedite project completion.

The GMD reported on the outstanding order book, new order book secured, tenders submitted and progress of achieving the order book target. He also provided updates on staff strength, productivity, turnover rate, workplace safety records.

The GMD and CFO also reported on the Group's quarterly financial performance and results. The actual results were compared against the Group BP targets at the quarterly Board meetings held on 20 February 2024, 20 May 2024, 22 August 2024 and 21 November 2024. This enabled the Board and Management to monitor the budgeted KPIs against actual results. Variances were highlighted and explained by the Management together with the action plans undertaken to address or mitigate the situation.

There were nine (9) Board meetings held during the financial year under review. The Board meetings were held on 16 January 2024, 20 February 2024, 29 March 2024, 20 May 2024, 20 June 2024, 22 August 2024, 19 September 2024, 21 November 2024 and 23 December 2024.

During the financial year under review, the Board deliberated and approved several key proposals and policies, including but limited to the following:

- renewal of existing shareholders' mandate for Recurrent Related Party Transactions ("**RRPTs**") of a revenue or trading nature and which were necessary for day-to-day operations of the Group;
- External Auditors Audit Plan and Internal Audit Department's Audit Plan for the FY2024;
- several joint ventures proposals and submission of tender for major projects;
- the amendments and revisions to the Board Charter, TORs of Nomination and Remuneration Committee ("**NRC**"), and Sustainability Committee ("**SC**"), primarily to ensure compliance with the Main Market Listing Requirements ("**Listing Requirements**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**") and the Malaysian Code on Corporate Governance 2021 ("**MCCG 2021**") regarding COI;
- recommendation for shareholders' approval concerning the proposed revision of Board Committees' fees and meeting allowances for Non-Executive Directors ("**NED**") for the FY2024. The revised meeting allowance became effective from August 2024 onwards;
- the Carbon Reduction Policy to guide initiatives focused on reducing carbon emissions;
- the payment of the single-tier interim dividends for FY2024;
- the reports of the four (4) Board committees and briefings provided by the respective Board committee chairman/ chairperson (who is not the Board chairman) at the Board meetings held after each Board committee meeting;
- the approval of Annual Self-Declaration Form on COI, which requires Directors to disclose any COI or potential COI, for review by the AC;
- the enhanced COI Policy;
- the revision to the Non-Audit Services Policy;
- the adoption of Policy on Beneficial Ownership Reporting;
- the updated Anti-Money Laundering ("**AML**") Policy, which has been renamed as the "Anti-Money Laundering, Countering Financing of Terrorism and Countering Proliferation Financing Policy";
- the updated guidelines for material contracts and litigations;
- proposed implementation of ESOS; and
- appointment of new independent NEDs and changes to the composition of the Board committees.

The Board also undertook a two-day site visit in May 2024, encompassing the Integrated Construction and Prefabrication Hub (ICPH) in Singapore, precast manufacturing plants in Johor, and a data centre in Sedenak, Johor.

In 2024, SunCon's outstanding performance in the construction industry was recognised with "The Edge Billion Ringgit Club Awards 2024 – Highest Return on Equity (ROE) Over Three (3) Years in the Construction Sector". This prestigious accolade marks the sixth consecutive year SunCon has received the award, underscoring its exemplary leadership in executing the Group's strategic plans. SunCon was also honoured with "The Edge Billion Ringgit Club Awards 2024 – Highest Returns to Shareholders Over Three (3) Years in the Construction Sector", further emphasizing its unwavering commitment to delivering exceptional value to shareholders. Another notable

	<p>achievement during the year was being named the “Champion in the Construction Industry at the Talent bank Graduates’ Choice Award 2024. This accolade, determined entirely by votes from university undergraduates nationwide, celebrates employer brands that excel in attracting and retaining top graduate talent from Malaysia’s premier universities through innovative and exceptional practices.</p> <p>SunCon unwavering commitment in corporate and sustainability reporting was also recognized at the prestigious 2024 National Corporate Governance &amp; Sustainability Awards (NACGSA) in which, SunCon achieved an impressive 8th place ranking out of 854 public-listed companies in the coveted Overall Excellence Award category. The Company was also honoured with the Industry Excellence Award in the construction sector, a testament to its exemplary corporate governance and sustainability practices.</p> <p>SunCon also proudly celebrated a significant milestone at the 2024 National Annual Corporate Report Awards (NACRA). The Company’s Integrated Annual Report 2023 was awarded Gold in the Excellence Awards category for companies with a market capitalisation of RM2 billion to RM10 billion, further solidifying its commitment to excellence and transparency.</p>	
<p><b>Explanation for departure</b> :</p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b> :</p>		
<p><b>Timeframe</b> :</p>		

## Intended Outcome

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

## Practice 1.2

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

<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	<p>The Board is led by an Independent Non-Executive Chairman, Dato' Ir Goh Chye Koon who has extensive skills and experience in the construction industry.</p> <p>The Chairman is responsible for leadership of the Board in ensuring that it is effective in its overall governance and objective oversight of Management as well as ensuring high performance Board. The roles of the Chairman are as follows:</p> <ul style="list-style-type: none"><li>(a) leading the Board in setting the Company's vision, core values and business ethics;</li><li>(b) ensuring the integrity of Board governance processes and promoting effective corporate governance practices;</li><li>(c) setting Board agenda together with management and ensuring accurate, timely and clear information are given to all Directors for robust decision-making;</li><li>(d) ensuring adequate time for each agenda or key issues brought to the Board for discussion;</li><li>(e) ensuring that members of the Board work together with the Management in a constructive manner to formulate strategies and policies to achieve sustainable growth in the best interest of the Company;</li><li>(f) leads the Board in monitoring business operations, financial performance and risk management issues;</li><li>(g) encourage openness and ensuring that all views of Board members and Management are taken into consideration;</li><li>(h) maintaining a cordial relationship of trust with and between the GMD and NEDs;</li><li>(i) chairing General Meetings of shareholders together with GMD and CFO; and</li><li>(j) ensuring effective communication with shareholders and relevant stakeholders.</li></ul> <p>Given his vast experience in the construction sector, Dato' Ir Goh Chye Koon was able to provide effective leadership in the Board. He was able to give clear directions for the Board and Management in achieving the Group's sustainable earnings growth in the best interest of all stakeholders.</p>

	The roles and responsibilities of the Chairman are clearly spelt out in paragraph 4.1 of the Board Charter which is available on the Company's website at <a href="https://www.sunwayconstruction.com.my/investor-relations/">https://www.sunwayconstruction.com.my/investor-relations/</a> under "Corporate Governance" section.	
<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 Chairman and GMD are held by two different individuals to ensure balance of power and authority. Dato' Ir Goh Chye Koon is the Independent Non-Executive Chairman of the Board while Mr Liew Kok Wing is the GMD. The roles of Chairman are stated in the Practice 1.2 of this Report.</p> <p>The GMD acts as the conduit between the Board and the Management and has the executive responsibility for the day-to-day operations of the Company's business and the execution of the agreed business strategies and policies set by the Board and of all operational decisions in managing the Company. The GMD leads a senior management team in carrying out the day-to-day operations of the Company.</p> <p>The Board has a management's limit of authority in which certain reserve matters require board approval.</p> <p>The separate roles and responsibilities of the Chairman and the GMD are clearly defined in the Board Charter, a copy of which is available on the Company's website at <a href="https://www.sunwayconstruction.com.my/investor-relations/">https://www.sunwayconstruction.com.my/investor-relations/</a> under "Corporate Governance" section.</p> <p>Based on the annual Board Effectiveness Evaluation facilitated by the Company Secretary, the Chairman and the GMD had effectively discharged their respective duties and responsibilities.</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 1.4**

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> :	The Chairman of the Board is not a member of the AC and the NRC.  He also does not participate in any meeting of the AC and the NRC by way of invitation or in any other capacity.  In addition, the Board Charter and the TOR for both the AC and NRC explicitly stated that the Chairman of the Board shall not be a member of these committees.
<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) Company Secretaries who are qualified to act as Company Secretary under Section 235(2) of the Companies Act 2016 (“CA 2016”). They are Associate members of the Malaysian Institute of Chartered Secretaries and Administrators (“MAICSA”) and are registered with the Companies Commission of Malaysia (“CCM”) under Section 241 of the CA 2016. They hold practising certificates issued by the Registrar of Companies.</p> <p>The Company Secretaries advise the Board, Management and shareholders on corporate governance matters of the Company. They worked with the Board and Management to strengthen corporate governance policies and processes. In addition, they facilitate:</p> <ul style="list-style-type: none"><li>a) the Board governance development, implementation and systems;</li><li>b) on-boarding program for new Board members;</li><li>c) interaction between the Board and Management;</li><li>d) Board and Board committees’ evaluations;</li><li>e) minutes recording and manage follow-up actions;</li><li>f) identifying and assisting training and development of Directors;</li><li>g) the Board in understanding regulatory requirements and listing rules;</li><li>h) disclosure of material information to shareholders in a timely manner;</li><li>i) reporting on any breach of regulatory requirements;</li><li>j) statutory filings and information; and</li><li>k) the organisation of general meetings and polling process.</li></ul> <p>The roles and responsibilities of the Company Secretaries are stipulated in paragraph 18 of the Board Charter, a copy of which is available on the Company’s website at <a href="https://www.sunwayconstruction.com.my/investor-relations/">https://www.sunwayconstruction.com.my/investor-relations/</a> under “Corporate Governance” section.</p> <p>The Board has unrestricted access to the advice and services of the Company Secretaries to enable them to discharge their duties effectively. The Company Secretaries advise the Board on its roles and responsibilities and to ensure adherence to the Board’s and Board committees’ policies and procedures. They also provide updates on the</p>

regulatory requirements related to company and securities regulations as well as Listing Requirements of Bursa Securities to the Board.

In addition, the Company Secretaries also manage Board and Board committees' meetings logistics, attend and record minutes of the Board and Board committees' meetings except for SC meetings as well as facilitate Board communications. The Company Secretaries also ensure that the decisions of the Board and Board Committees are relayed to Management for follow-up actions and reported back to the Board and Board Committees. The processes pertaining to the general meetings of the Company are managed by the Company Secretaries.

During the FY2024, the Company Secretaries:

- (i) attended all Board and Board committees' meetings except for SC meetings;
- (ii) prepared and circulated the annual meeting calendar in advance of FY2025;
- (iii) managed the logistics of all Board and Board committees' meetings and responsible for the proper conduct of the meetings according to applicable rules and regulations;
- (iv) constantly updated to the regulatory changes and corporate governance developments by attending workshops, conferences and training programmes organised by MAICSA, Bursa Securities, Securities Commission Malaysia, CCM, etc;
- (v) regularly updated and advised the Board on new status, regulations and directives issued by regulatory authorities;
- (vi) briefed the Board on the following developments in laws and regulations:
  - (a) The Companies (Amendment) Bill 2023 in regard to strengthening corporate rehabilitation framework and enhancing corporate transparency; and
  - (b) Press Release by Securities Commission Malaysia and Bursa Securities on requirement for PLCs to conduct hybrid or physical general meetings from 1 March 2025; and
- (viii) facilitated the trainings and professional development programmes for all Directors, as required, which include the Mandatory Accreditation Programme Part II. The Directors were invited to attend a series of seminars organised by Bursa Malaysia together with various professional associations and regulatory bodies.

The Board was also briefed on the following:

- i) Guidelines to Technology Risk Management by the Securities Commission Malaysia which were released on 1 August 2023.
- ii) Voting policy of the Employees Provident Fund Board ("EPF") on resolutions tabled at Annual General Meeting ("AGM").
- iii) Corporate Governance Monitor 2024 issued by Securities Commission Malaysia on 30 June 2024.

	<p>The Company Secretaries in collaboration with Mega Corporate Services Sdn Bhd (“<b>Mega Corporate</b>”) had organised the 10<sup>th</sup> AGM and EGM which were held on 20 June 2024 and 23 December 2024 respectively whereby the registered shareholders/ proxies had attended the AGM and EGM virtually through live streaming and voted online at the 10<sup>th</sup> AGM and EGM.</p> <p>During the 10<sup>th</sup> AGM and EGM, the Company Secretaries assisted the Chairman and the Board to ensure that the proceedings were properly recorded. The Minutes of the 10<sup>th</sup> AGM and EGM were published on the Company’s website within 30 business days from the respective dates of the meetings.</p> <p>Based on the annual Board Effectiveness Evaluation, the Board was satisfied with the professionalism, competencies and support rendered by the Company Secretaries in discharging their functions.</p>	
<b>Explanation for departure</b>		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>		
<b>Timeframe</b>		

## Intended Outcome

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

## Practice 1.6

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The schedule of Board and Board committees' meetings and AGM are planned in advance for each new year. On 22 August 2024, the schedule of Board and Board committees' meetings for financial year 2025 was circulated to the Board to facilitate the Directors in planning ahead. In addition, the schedule of the pre-planned meetings as well as closed periods for dealing in securities of the Company by Directors were uploaded onto the Directors' electronic devices.</p> <p>The Board meets regularly at least once every quarter to review financial, operational and business performances. The meetings are scheduled in advance in the second/ third quarter of the preceding year to allow the Board to plan their schedules. Notices and agenda of meetings duly endorsed by the Chairman of the Board or Board committees together with the relevant Board papers are distributed at least one week prior to the meetings for the Directors to study and evaluate the matters to be discussed. Occasionally, Board meetings or Board committees' meetings may be held at short notice, when decisions of a time-critical nature need to be made.</p> <p>Normally, the AC's meetings are held one day prior to the Board meetings to allow the AC to have sufficient time for objective and independent discussions.</p> <p>In addition, the Group has implemented paperless meetings where Board papers are uploaded onto a secure online platform and are accessible via laptops, tablet devices and mobile phones. The Directors can conveniently and instantly download and access to the electronic Board papers wherever they are. The Board papers provided include inter alia, financial results, business plan and budget, progress report on the Group's projects, risk management and internal control reports, minutes of meetings of Board and Board committees, regulatory/ statutory updates and other operational and financial issues for the Board's information and/or approval.</p> <p>The Company Secretaries ensure that a Director who has an interest in any proposal or transaction, either direct or indirect, which is being presented for the Board's approval, declare his or her interest and will abstain from deliberation and voting of the same at the Board meeting. All COIs disclosed will be recorded in the minutes of the meetings.</p>

	<p>The Board meets regularly either physically or virtually without any disruption. Information flows between the Board and Management were not in any way hindered due to availability of secured online platform.</p> <p>Detailed Board papers are attached to all circular resolutions. All Directors' Circular Resolutions are approved using online electronic means resulting in efficient and timely Board decision and facilitating speedy Management implementation.</p> <p>The minutes of proceedings of each meeting are circulated to all Board members so that all Directors are aware of the deliberations and resolutions made. Upon confirmation by the Board or Board committees at the following meetings, the minutes will be signed by the Chairman/Chairperson of the said meeting as a correct record of the proceedings of the meeting. Actionable items would be recorded in the minutes as matters arising until they are eventually resolved.</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 operates in accordance with a Board Charter that clearly defines the respective roles and responsibilities of the Board, Board committees, individual Directors and Management as well as matters and decisions reserved for the Board.</p> <p>The Board Charter sets out among others, the Board's role and responsibilities, Board composition, the roles and functions of Chairman of the Board and the GMD as well as the functions of the Board committees.</p> <p>As stated in the Board Charter, the Board is in charge of leading and managing the Company in an effective and responsible manner. Each Director has a legal duty to act for a proper purpose and in good faith and in the best interest of the Company. The Board members shall exercise reasonable care, skills and diligence in discharging their duties.</p> <p>As for the day-to-day management of the Group, it is delegated to the GMD. This formal structure of delegation is further cascaded by the GMD to the management team. The GMD and Management remain accountable to the Board for the authority that is delegated and for the performance of the Group.</p> <p>The Board, however, takes full responsibility for the oversight and overall performance of the Company. The Board reserves full decision-making powers, amongst others, on the following matters:</p> <ul style="list-style-type: none"><li>• COI issues involving substantial shareholders, Directors or senior management in decision making positions;</li><li>• Material acquisitions and disposals of undertakings not in the ordinary course of business;</li><li>• Material investments in capital projects;</li><li>• Material bid/tenders for construction projects and investment proposals;</li><li>• Overseas ventures;</li></ul>

- Annual business plan and budgets (including major capital commitments);
- Material corporate or financial exercise/restructuring;
- Declaration of dividend;
- Directors' Fees and allowances;
- Annual and interim financial results;
- Management approval authority limits;
- Donation above RM100,000.00; and
- Corporate governance issues and related polities.

The GMD is supported by his team of Management on the day-to-day operations. The responsibilities of the Management are to:

- Formulate, recommend and implement the strategic objectives of the Company;
- Translate the approved strategic plan into operational and financial action plans;
- Manage the Company's human, physical and financial resources to achieve the Company's objectives;
- Operate within the delegated authority limits set by the Board;
- Assume the day-to-day responsibilities for the Group's conformance with relevant laws and regulations, its compliance framework and all other aspects of the day to-day running of the Group;
- Develop, implement and manage the Company's risk management and internal control systems within the risk appetite and framework approved by the Board;
- Develop, implement and update policies and procedures;
- Keep pace with industry and economic trends in the Company's operating environment; and
- Provide the Board with accurate, timely and clear information to enable the Board to perform its responsibilities.

In relation to the Independent NEDs, they are integral in maintaining objectivity, impartiality, and balance in Board decisions, with their judgement playing a critical role in protecting shareholders and ensuring fair corporate governance.

To ensure the effective discharge of its functions and responsibilities, the Board has delegated specific responsibilities to the relevant Board committees and the Board committees are governed by the respective TOR of the Board committees.

The Board Charter and the TOR will be reviewed by the Board and the respective Board committees from time to time to ensure they continue to remain relevant and appropriate as well as in line with any amendments to the relevant regulations and corporate governance practices. The last review in FY2024 was undertaken on 21 November 2024 and is accessible via the Company's website.

<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 Company has a Code of Conduct and Business Ethics (“<b>CCBE</b>”) which provides an ethical framework to guide the actions and behaviours of all Directors and its employees while at work. The CCBE also provides guidance on the standards of behaviours expected of all directors and employees of the Group and where applicable, counterparts and business partners.</p> <p>The CCBE reflects the increasing need for effective corporate governance compliance measures in the conduct of the Group’s business domestically and worldwide. It also emphasizes and advances the principles of discipline, good conduct, professionalism, loyalty and cohesiveness that are critical to the success and well-being of the Group.</p> <p>The Company has the following policies to guide its business conduct:</p> <ul style="list-style-type: none"><li>(i) Anti-Bribery and Corruption (“<b>ABC</b>”) Policy;</li><li>(ii) Anti-Money Laundering, Countering Financing of Terrorism and Countering Proliferation Financing Policy;</li><li>(iii) Insider Trading Policy;</li><li>(iv) Gift, Entertainment and Hospitality Policy;</li><li>(v) Competition Law Compliance Framework;</li><li>(vi) COI Policy;</li><li>(vii) Human Rights Policy;</li><li>(viii) Diversity and Inclusion Policy;</li><li>(ix) Quality, Environmental, Safety and Health Policy;</li><li>(x) Sunway E-Policy governing the use of corporate e-mails, information systems and intellectual assets owned by the Company;</li><li>(xi) Donation, Sponsorship and Corporate Responsibility Policy; and</li><li>(xii) Sustainability Policy.</li></ul> <p>The CCBE is applicable to Directors and employees (including full time, probationary, contract and temporary staff) of the Group. Each</p>

employee has a duty to read and understand the CCBE. All employees of the Group are required by the Group Human Resources to read and understand the above policies as well as adhering to the CCBE and policies at all times during their services with the Group.

In line with good corporate governance practices, the Management and Board of the Company encourage all employees and stakeholders of the Group to report suspected inappropriate behaviour or misconduct relating to fraud, corrupt practices and/or abuses involving the Group's resources. No individual will be discriminated or suffer any act of retaliation for reporting in good faith.

The Group adopted a ZERO TOLERANCE policy against all forms of bribery and corruption. The Group's employees and associates must not offer, promise or give a bribe to anyone and must not request, agree to accept or take bribe from anyone. All employees will be subjected to stern disciplinary action, including dismissal as well as civil and criminal liability if he/she is found in violation of this policy.

The ABC Policy provides guidance to all the employees and persons associated with the Group concerning how to deal with bribery and corruption and related issues that may arise in the course of business. It covers the Group's policy on gifts, entertainment and hospitality; donations, sponsorship and corporate responsibilities; political contributions; facilitation payments and kickbacks, money laundering, dealing with associates and third parties, dealing with public officials; recruitment of employees and whistleblowing policy.

The AC is responsible for oversight on the effectiveness and compliance of the ABC Policy. The RMC is responsible in ensuring that structured policies and procedures on anti-corruption are in place as part of its annual risk assessment of the Group.

The AML Policy provides guidance to the employees of the Group on anti-money laundering governance. It reiterates the Group's commitment to comply with the Anti-Money Laundering, Anti-Terrorism Financing and Proceeds of Unlawful Activities Act 2001 as well as terrorism financing. The Group strongly objects to all practices related to money laundering including dealings in the proceeds of criminal activities and terrorism financing.

On 21 November 2024, the AML Policy was revised to align with the Securities Commission Malaysia's Guidelines on Prevention of Money Laundering, Countering Financing of Terrorism ("CFT"), Countering Proliferation Financing ("CPF") and Targeted Financial Sanctions for Reporting Institutions in the Capital Market. The revised AML Policy was also renamed as "Anti-Money Laundering, Countering Financing of Terrorism and Countering Proliferation Financing Policy". Additionally, an AML/CFT/CPF Compliance Officer was appointed to oversee and ensure compliance with the internal programmes, policies and procedures related to AML/CFT/CPF.

	<p>The Group would provide regular trainings and communications to its employees and associates to educate them on the requirements and obligations of the policies.</p> <p>All of the above-mentioned CCBE and policies are published at the Company's website at <a href="https://www.sunwayconstruction.com.my/investor-relations/">https://www.sunwayconstruction.com.my/investor-relations/</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 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>In line with good corporate governance practices, the Management and Board encourage all employees and stakeholders to report suspected inappropriate behaviour or misconduct relating to fraud, corrupt practices and/or abuses involving the Group's resources.</p> <p>The Company has in place a Whistleblowing Policy &amp; Procedures to provide a mechanism for all level of employees and stakeholders of the Group to report concerns about any suspected wrongdoing, inappropriate behaviour or misconduct relating to fraud, corrupt practices and/or abuse on a timely basis for management action. The policy was published in the Company's website.</p> <p>The whistleblowing procedure is also intended to be used as an ultimate remedy, if no other means are available to address the matter. The Chairman of AC and the Head of Internal Audit Department ("<b>IAD</b>") are responsible for administration and compliance with this policy and procedures.</p> <p>Employees or members of the public who have knowledge or are aware of any improper conduct within the Group are encouraged to disclose through the following reporting channels:</p> <p><b><u>Whistleblowing Hotlines</u></b> Tel: (603) 5639 8025 Email: <a href="mailto:whistleblowing@sunway.com.my">whistleblowing@sunway.com.my</a></p> <p>Emails and calls sent to these channels will be directed to the Head of IAD and the Chairman of the AC.</p> <p>The Head of IAD will maintain a record of the complaints and will track their receipt, investigation and resolution. The IAD will investigate each claim independently based on standard IAD practices and fraud responses procedures. Upon completion of each investigation, IAD will prepare a report to the Chairman of AC for further action. The Head of IAD shall prepare a summary report and present it to the AC on a quarterly basis.</p>

	During the FY2024, the Head of IAD did not receive any whistleblowing report.	
<b>Explanation for departure</b> :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b> :		
<b>Timeframe</b> :		

## Intended Outcome

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

### Practice 4.1

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

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

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

<b>Application</b>	:	Applied															
<b>Explanation on application of the practice</b>	:	<p>Sustainability is core in everything the Group does as the Group stays true to Sunway Group's corporate vision of being Asia's model corporation in sustainable development, innovating to enrich lives for a better tomorrow.</p> <p>In 2021, the Company strengthened its sustainability governance by setting up a SC.</p> <p>During the 2024, the composition of the SC was revised following the retirement of Dato' Dr Johari Bin Basri on 20 June 2024. As a result, Ms Tan Ler Chin was redesignated as the Chairman of the SC, while Dr Sarinder Kumari A/P Oam Parkash was newly appointed as a member. Additionally, Datuk Kwan Foh Kwai joined the SC as a member after assuming the role of Independent NED on 10 October 2024.</p> <p>On 3 March 2025, the Board, upon the recommendation of the NRC and Mr Liew Kok Wing, appointed Mr Eric Tan Chee Hin, the Group Deputy Managing Director of Sunway Construction Sdn Bhd ("<b>SCSB</b>") ("<b>GDMD</b>") as a member of the SC, replacing Mr Liew Kok Wing, to serve as the liaison between the SC and the operational leadership. The current SC is composed of three (3) Directors and one (1) senior management officer, as follows:</p> <table border="1"><thead><tr><th><u>No.</u></th><th><u>Director/ Designation</u></th><th><u>Membership</u></th></tr></thead><tbody><tr><td>1</td><td>Ms Tan Ler Chin (Independent NED)</td><td>Chairman</td></tr><tr><td>2</td><td>Dr Sarinder Kumari A/P Oam Parkash (Senior Independent NED)</td><td>Member</td></tr><tr><td>3</td><td>Datuk Kwan Foh Kwai (Independent NED)</td><td>Member</td></tr><tr><td>4</td><td>Mr Eric Tan Chee Hin (GDMD)</td><td>Member</td></tr></tbody></table>	<u>No.</u>	<u>Director/ Designation</u>	<u>Membership</u>	1	Ms Tan Ler Chin (Independent NED)	Chairman	2	Dr Sarinder Kumari A/P Oam Parkash (Senior Independent NED)	Member	3	Datuk Kwan Foh Kwai (Independent NED)	Member	4	Mr Eric Tan Chee Hin (GDMD)	Member
<u>No.</u>	<u>Director/ Designation</u>	<u>Membership</u>															
1	Ms Tan Ler Chin (Independent NED)	Chairman															
2	Dr Sarinder Kumari A/P Oam Parkash (Senior Independent NED)	Member															
3	Datuk Kwan Foh Kwai (Independent NED)	Member															
4	Mr Eric Tan Chee Hin (GDMD)	Member															

	<p>The sustainability areas under the purview of the SC are as below:</p> <ul style="list-style-type: none"> <li>• Mitigation and adaptation to climate change;</li> <li>• Sustainability and climate change risks and opportunities;</li> <li>• Resource use and efficiency;</li> <li>• Waste management;</li> <li>• Biodiversity protection;</li> <li>• Safety and health;</li> <li>• Fair employment and labour practices;</li> <li>• Capacity building, diversity and inclusiveness;</li> <li>• Product stewardship and quality management;</li> <li>• Sustainable procurement practices;</li> <li>• Governance and ethics;</li> <li>• Community engagement and development;</li> <li>• Organisational innovation; and</li> <li>• Other areas deemed material from time to time.</li> </ul> <p>The SC assumes the following duties and responsibilities:</p> <ol style="list-style-type: none"> <li>(i) To assist the Board in overseeing matters pertaining to sustainability and climate change;</li> <li>(ii) To report to the Board on the Group’s sustainability agenda, climate change risk management, strategic direction and key initiatives on sustainable development;</li> <li>(iii) To oversee the Group’s sustainability strategies, consider and approve proposals from Sustainability Working Team (“<b>SWT</b>”) and recommend its adoption by the Board;</li> <li>(iv) To monitor the adequacy of resources allocated in achieving compliance with strategies, targets, policies and roadmap pertaining to the Group’s sustainability agenda;</li> <li>(v) To monitor and review the Group’s ESG key performance indicators that are criteria for yearly appraisal and remuneration;</li> <li>(vi) To oversee the processes, standards and strategic directions designed to manage ESG risks;</li> <li>(vii) To identify potential opportunities to enhance the Group’s ESG adoption and adaptation;</li> <li>(viii) To consider and recommend to the Board on the Group’s position pertaining to emerging sustainability issues; and</li> <li>(ix) To consider any other matters relevant to sustainability or ESG matters that are referred to it by the Board.</li> </ol> <p>The SC meets at least twice a year, and any other times as may be necessary to review the Group’s sustainability strategies, objectives, policies and practices. During the financial year under review, the BSC met to discuss and deliberate on the following matters:</p> <ol style="list-style-type: none"> <li>(a) On 4 January 2024, the SC: <ul style="list-style-type: none"> <li>• reviewed and discussed the results of Employee Commuting Survey;</li> </ul> </li> </ol>
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- updated by the SC Secretariat on the outcome of the Supply Chain Social Assessment;
- deliberated on several initiatives in relation to the Company's Carbon Reduction Strategy; and
- updated by the SC Secretariat on the Sustainability Business Plan; and FTSE4Good Rating for 2023.

(b) On 29 March 2024, the SC:

- reviewed and discussed the Company's Annual Sustainability Statement as part of the Integrated Annual Report ("IAR") for the financial year ended 2023.

(c) On 23 July 2024, the SC:

- appointed Ms Elaine Lai Ee-Ling, the CFO, as the new SC secretary;
- reviewed the TOR for SC;
- discussed Independent Assurance Report by SIRIM QAS International Sdn Bhd for IAR 2023;
- reviewed the interim ESG performance and initiatives; and
- updated by the SC Secretariat on the environment and social activities undertaken by the Company.

The Company regularly conducts a comprehensive materiality assessment exercise ("MAE"), involving both internal and external stakeholders, to identify the top material ESG issues. This process typically takes place every three years.

The previous MAE was conducted in 2021 and was completed in December 2022. The survey resulted in a list of top 10 material issues and was concluded with a focus group discussion among the C-Suite and Senior Management to obtain the members' insights on the 10 material issues. Upon deliberation and in-depth review of findings from the materiality assessment, the focus group decided to retain all 14 material ESG issues identified instead of limiting to top 10 material issues given the importance of each issue to the business model, and they as also in line with the common sustainability matters stipulated in the Enhanced Sustainability Reporting Framework issued by Bursa Malaysia in September 2022. The results were presented to the SC on 20 March 2023 and were approved and endorsed by the Board.

In FY2024, the Company has conducted a new comprehensive MAE. The Company adopted a Double Materiality approach, broadening the scope of the assessment to include not only ESG issues but also critical economic factors. This dual focus was implemented concurrently across the three listed entities under the Sunway umbrella, namely Sunway Berhad, Sunway REIT, and SunCon to ensure a holistic understanding of stakeholder perceptions about the entire group. Within this framework, the MAE identified 23 key material issues distributed among four pillars i.e. environmental, social, governance and economics.

	<p>In FY2024, the Company also strengthened its commitment to sustainability with a comprehensive environmental and social impact assessment (“<b>EASA</b>”) of its supply chain, engaging 349 active suppliers and contractors. The Company reached a key milestone with its first environmental impact assessment, expanding our focus to energy use, water, effluents, and emissions. Achieving a 97% coverage rate, surpassing our 95% target, this initiative reinforces its dedication to transparency, accountability, and sustainable supply chain practices.</p> <p>The results of both MAE and EASA were presented to the SC on 16 January 2025 and were approved and endorsed by the Board. The findings from the MAE and EASA are detailed in the Sustainability Statement of the IAR 2024.</p> <p>Through the Client/Consultant Satisfaction Survey (CSS), the Company also achieved a 100% satisfaction score in product and service criteria, maintaining an overall average rating in 2024. This exceptional result reflects the high quality and reliability of our offerings. Committed to excellence, the Company continuously strive to uphold this standard while seeking further improvements to enhance its brand image and value.</p> <p>Notwithstanding the above, employee satisfaction is a key indicator of staff morale, as well as staff retention and attrition rates. The Employee Engagement Survey (“<b>ESS</b>”) was conducted in June 2024. As part of the Group’s commitment to monitoring employee satisfaction, the ESS is conducted biennially to assess engagement levels across the Group.</p> <p>The results of the ESS are carefully analysed to formulate targeted action plans and implement new initiatives based on employees’ feedback. These insights drive meaningful improvements in workplace policies, processes and culture, directly addressing areas highlighted by employees as opportunities for enhancement.</p> <p>The SWT supports the SC in executing and driving its sustainability strategies and initiatives. The team is spearheaded by subject matter experts within the group on matters in relation to ESG, synergizing the knowledge and expertise within the Group to best manage climate-related risks through embedding mitigation approach and measures into our business operations.</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>	

<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 4.2**

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 Board discloses the Company’s approach to sustainability and the Group’s sustainability goals and targets in its IAR 2024.</p> <p>The Company disclosed in the IAR 2024 its priority and the approaches to be taken in relation to the United Nations Sustainable Development Goals. The Company also included in the IAR 2024 its interim annual targets for material sustainability matters identified with a clear progress tracking showing the progress of the Group towards achieving its long-term targets.</p> <p>The Company has signed up as an official supporter of the Task Force on Climate-Related Financial Disclosures (“TCFD”) in January 2021 and has since adopted its Risk Management recommendations and framework for the assessment of climate-related risks and opportunities. The Company also disclosed in the IAR 2024 its climate-related risks and opportunities assessment and its approach in response.</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 4.3

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>In 2021, the SC was established and tasked with the responsibility to assist Board in overseeing the Group’s sustainability strategies, objectives, policies and practices.</p> <p>The SC meets at least twice a year, and any other times as may be necessary to review the Group’s sustainability performance, policies and practices to ensure its relevancy.</p> <p>The Company has signed up as an official supporter of the TCFD in January 2021 and has since adopted its Risk Management recommendations and framework for the assessment of climate-related risks and opportunities.</p> <p>The SC, supported by the SWT, assumes the responsibilities which includes to report to the Board on the Group’s sustainability agenda, climate-related risks and opportunities and risk management, risks and opportunities with regards to sustainability matters and kept Board updated on the latest development and global trends with regards to sustainability matters.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

**Practice 4.4**

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

<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	<p>The Company has integrated sustainability in Executive Director(s) and Senior Management’s performance KPIs and performance evaluations which are linked to remuneration to align with the Sunway Sustainability 2030 Goals and Targets.</p> <p>Initially, the KPI on sustainability was covered under the category of “Strategic Initiatives, Branding &amp; Sustainability” which carried 20% of the total weightage which KPI on sustainability only carries 5% out of 20%. In 2022, the KPI relating to sustainability has been separated out as an individual Key Results Area to better measure the initiative and efforts of the Company and its Group in driving ESG. The achievements under the Sustainability category will carry a 10% of weightage on the scorecard, which will subsequently impact the overall rating and remuneration of the respective Directors and Senior Management.</p> <p>The Human Resources measure the KPIs related to "Sustainability" category by using three key areas:</p> <ol style="list-style-type: none"> <li>1. MSCI ESG Rating: Assessed yearly, this rating will be used to ascertain the initiative and efforts of the Company and its Group in driving ESG performance.</li> <li>2. Carbon Emission Reduction: Annual measurement of Scope 1 and Scope 2 carbon emissions, tracking the company's progress in reducing carbon emissions.</li> <li>3. Waste Diversion: Yearly assessment of waste diversion rates from landfill for active construction projects, demonstrating the company's commitment to sustainable waste management practices.</li> </ol> <p>These KPIs will be included in the performance evaluations of GMD, GDMDs, and SEDs, emphasizing the organization's holistic approach to sustainability.</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

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

### Practice 4.5- Step Up

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

<i>Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.</i>	
<b>Application</b>	: Adopted
<b>Explanation on adoption of the practice</b>	: <p>Mr Liew Kok Wing, the GMD, was responsible to spearhead and drive sustainability strategies and initiatives in ensuring the Company's ESG risks are mitigated, and opportunities arise are harnessed and internalised into the Company's operations. Mr Liew Kok Wing was also a member of the SC, which was responsible to assist the Board in fulfilling its oversight on the Group's sustainability strategies and championing its sustainability agenda. On 3 March 2025, Mr Eric Tan Chee Hin was appointed as a member of SC, replacing Mr Liew Kok Wing. This change is part of the Group's ongoing efforts to enhance its commitment to sustainability by ensuring the leadership team to drive impactful, operationally relevant sustainability initiatives.</p> <p>In 2024, Ms Elaine Lai Ee-Ling, the CFO, was appointed to manage, coordinate and execute strategies as advised by the SC and Company's Management to address ESG concerns including but not limited to governance and ethics, resource use and efficiency, emissions reduction, waste management, safety and health, capacity building, diversity and inclusiveness, and organisational innovation.</p> <p>On 1 September 2024, Mr Ir Terence Leong Hian Yoong, an existing staff from the Group's top management, was also appointed to play a key role in driving sustainability efforts of the Group.</p> <p>Within the reporting period, the Group has reviewed its Sustainability Framework and existing ESG targets to ensure its relevancy in contributing towards the global climate targets and with that, a comprehensive Sustainability Policy has been adopted on the 20 February 2025.</p>

### 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 Board through the NRC had established a formal policy on the selection process and assessment criteria for appointment of new Directors as well as re-election of Directors. The NRC would assess the potential candidates to be appointed to the Board and retiring Directors, considering the required mix of skills, knowledge, experience, fit and proper as well as independence that fit the Company's objectives and strategic goals, before recommendation to the Board.</p> <p>In 2023, the Board had implemented a Board Renewal Policy designed to optimise the composition of the Board in terms of collective experience, knowledge and skills, considering the Company's strategic and corporate plans. The policy ensures the preservation of organisational knowledge and continuity through staggered terms of office for Directors. The Board also seeks optimal balance by encouraging diversity in relation to gender and age.</p> <p>During the year under review, the Company initiated a search for qualified candidates to enhance the composition of its Board. This effort was driven by the objective of strengthening the Board's expertise through the inclusion of diverse perspectives and experiences that complement the existing skills matrix. Following this process, the Company successfully appointed two new Independent NEDs, Datuk Kwan Foh Kwai and Puan Norchahya Binti Ahmad, to the Board on 10 October 2024. Both Datuk Kwan Foh Kwai and Puan Norchahya Binti Ahmad were nominated by Non-Executive Directors and Independent Directors.</p> <p>Pursuant to the Board Charter and the Board Renewal Policy, the tenure of an Independent Director shall not exceed a term limit of twelve (12) years. In order to provide an orderly process of appointment and renewal, in the event more than one Independent NED is expected to reach twelve (12) years of tenure in the same calendar year, the retirement and replacement process shall commence from the Independent NED ninth (9) year of service, with each Director slated to retire on the basis of first in first out to ensure a gradual renewal of the Board. Nevertheless, the Board on its initiative and on an exceptional basis, may exercise discretion to extend the commencement of the retirement and replacement process beyond nine (9) years if it</p>

considers that such an extension would benefit the Company. In addition, an Independent NED must retire upon reaching the age of 80 or having served twelve (12) years of tenure, whichever is earlier.

Pursuant to Clause 106 of the Company's Constitution, 1/3 of the Directors (including the GMD) are subject to retirement by rotation at each AGM. Each Director shall retire once at least in each three (3) years but shall be eligible for re-election. In addition, Clause 89 of the Company's Constitution further states that a Director appointed to fill a casual vacancy or as an additional director shall hold office only until the next AGM and shall be eligible for re-election.

At the 10<sup>th</sup> AGM held on 20 June 2024, Dato' Ir Goh Chye Koon and Dr Sarinder Kumari A/P Oam Parkash who were retiring by rotation pursuant to Clause 106(1) of the Company's Constitution, being eligible, had been re-elected as Directors of the Company.

Dato' Johari Bin Basri had formally communicated his decision not to seek re-election as a Director to the Company. Following this decision, he retired from his position upon the conclusion of the 10<sup>th</sup> AGM.

The NRC had reviewed the performances and contributions of the retiring Directors as well as the independence of Dato' Ir Goh Chye Koon and Dr Sarinder Kumari A/P Oam Parkash, the Independent Directors seeking re-election at the 10<sup>th</sup> AGM. Based on the findings of the Board and Directors Effectiveness Evaluation, drawing from responses received through the Independent Directors' Self-Assessment Checklist, for financial year 2023, the NRC was satisfied with the retiring Directors performance and contribution. The NRC was also satisfied that Dato' Ir Goh Chye Koon and Dr Sarinder Kumari A/P Oam Parkash had complied and satisfied the independence criteria as required by the Listing Requirements of Bursa Securities. They had contributed to the Board discussions constructively and remained objective as well as "independent in mind". Their tenure as Directors was less than twelve (12) years.

The NRC further considered the fitness and propriety of the retiring Directors with reference to the Company's Fit and Proper Policy. The NRC was satisfied that the retiring Directors meet the fit and proper criteria as set out in the said Policy. Both the retiring directors declared they did not have any personal COI in respect to the Group's businesses.

Based on the assessments, the NRC had recommended to the Board the re-election of the retiring Directors at the 10<sup>th</sup> AGM. Upon the NRC's recommendation, the Board had endorsed the re-election of the retiring Directors subject to the shareholders' approval at the AGM.

The Board endorsed the NRC's recommendation that the retiring Directors be re-elected, subject to the shareholders' approval at the 10<sup>th</sup> AGM. All retiring Directors standing for re-election had abstained

	<p>from all deliberations and decisions on their own eligibility to stand for re-election at the relevant NRC and Board meetings.</p> <p>The information of the retiring Directors such as their personal profile, record of attendance of meetings, shareholding (where applicable), details of any interest, position or relation that might influence the Director to function effectively etc are disclosed in the IAR 2023.</p> <p>The resolutions to re-elect the retiring Directors were subsequently approved by the shareholders at the 10<sup>th</sup> AGM.</p> <p>Based on the reports of the Board effectiveness for FY2024 as well as the assessment based on the Fit and Proper Policy and Board Renewal Policy, the NRC recommended the re-election of the retiring Directors at the forthcoming AGM in 2025 for the Board's approval. Upon the NRC's recommendation, the Board had endorsed the re-election of the retiring Directors subject to the shareholders' approval at the AGM. The tenure of all the Independent Directors in the Board have not exceeded twelve (12) years.</p> <p>The Board noted the intention of Dato' Siow Kim Lun to retire and did not intend to seek re-election at the forthcoming AGM in 2025.</p> <p>In order to assist the shareholders in their decision, the information of the retiring Directors such as their personal profile, record of attendance of meetings and the shareholding of each Director (where applicable) are disclosed in the IAR 2024.</p>	
<p><b>Explanation for departure</b></p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>		
<p><b>Timeframe</b></p>		

### Intended Outcome

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

### Practice 5.2

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 Board comprises majority Independent Directors. Out of the nine (9) Directors, six (6) of them are Independent NEDs. The Chairman of the Board is an Independent NED.</p> <p>A review and assessment were performed on the independence status of the Independent NEDs on 20 February 2024, as well as prior to the appointment of the new Independent NEDs. The Independent NEDs confirmed in writing to the Board that they had met the independence criteria prescribed under the Listing Requirements of Bursa Securities. In addition, the Independent Directors continued to be “independent in mind” and had committed to protect the interest of minority shareholders as well as acting in the best interest of all stakeholders of the Company.</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 5.3

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>	:	Departure
<b>Explanation on application of the practice</b>	:	
<b>Explanation for departure</b>	:	<p>The Company has a policy which limits the tenure of Independent Director in which, the tenure shall not exceed a cumulative term limit of twelve (12) years.</p> <p>The Board acknowledged the best practice that the tenure of an Independent Director shall not exceed a cumulative term limit of nine (9) years. However, the Board is of the view that the long serving Independent Directors will remain independent and will be able to discharge their duties and responsibilities effectively as well as provide the necessary checks and balances in the best interest of the Company. All independent directors will sign a declaration of their independence to the board. Therefore, their "independence" will not be compromised by the 12 years tenure.</p> <p>For the financial year under review, each of the Independent Directors had provided their annual confirmations of independence to the Board based on the definition of "independent director" prescribed in Para 1.01 of the Listing Requirements. The Board had assessed and concluded that the Independent Directors continue to be independent and each of them is free from any business or other relationship that could interfere with the exercise of independent judgement or the ability to act in the best interests of the Company.</p> <p>In 2024, Dato' Ir Goh Chye Koon and Dato' Siow Kim Lun reached the tenth-year term on 17 October 2024. Based on the findings of the Directors' Peer Evaluation, Board and Board Committees Evaluations, their performances and contributions were found to meet expectations, demonstrating competence and the ability to discharge their fiduciary duties as Directors of the Company. The NRC also affirmed their unwavering commitment to exercising independent judgement and acting in the Company's best interests when making decisions. The Board benefited from their extensive experience, which</p>

	<p>provided valuable insights into the Company. They also consistently engaged in effective and constructive challenges to management, expressed their views actively and objectively participated in the deliberations and decision-making processes of the Board.</p> <p>Their extensive experience within the industry in which the Company operates continued to bring significant benefits Their insights and wisdom greatly enriched Board discussions and long-term strategic planning.</p> <p>Nevertheless, Dato' Siow Kim Lun who retires by rotation in accordance with Clause 106(1) of the Company's Constitution has expressed his intention not to seek re-election at the 11<sup>th</sup> AGM as a Director of the Company. Hence, he will hold office as Director of the Company until the conclusion of the 11<sup>th</sup> AGM scheduled to be held on 30 May 2025.</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>Each Independent Director has undertaken to notify the Board of any changes in the circumstances or of any new interest or relationship which would affect their independence as an Independent Director of the Company.</p> <p>In addition to the annual confirmation, the Independent Directors are also required to confirm on an annual basis whether they have any family relationship with any other Director and/or major shareholders of the Company, any COI or potential COI, including interest in any competing business with the Group as well as whether they have been convicted of any offence within the past five (5) years other than traffic offences and any public sanction or penalty imposed by any relevant regulatory bodies.</p>	
<p><b>Timeframe</b></p>	<p>:</p> <p>Others</p>	<p>The Company intends to maintain its current practice by maintaining the policy that limits the tenure of Independent Director to a cumulative term limit of twelve (12) years, as prescribed by Bursa Securities.</p>

**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>The Company has a formal policy on selection process and assessment criteria for appointment of new directors. The policy details the processes and the criteria for selection and assessment of potential candidates for election to the Board.</p> <p>Based on the policy, the Board has delegated the responsibility for recommending a potential candidate to fill a Board vacancy to NRC but the ultimate decision on the appointment of a candidate is solely that of the Board as a whole after considering the recommendations of NRC.</p> <p>The NRC will source for potential candidates for Board appointment from professional bodies such as the ICDM, Malaysian Institute of Directors and independent search firms etc. Nomination for candidates may also come from the Directors and major shareholders.</p> <p>The NRC will screen the initial selection of the candidates and assessed the candidates before recommending to the Board for approval. This is to ensure that the candidate possesses the appropriate knowledge, skills, competencies, experience, independence, sound industry knowledge, integrity and time commitment to effectively discharge his/her role as a director. Besides that, the NRC will also take into consideration diversity of the Board's composition which inter alia, includes gender, ethnicity, age, etc. The candidate must meet the "fit and proper" criteria spelt out under the board approved "Fit and Proper Policy" to ensure the candidate meets the test of probity, competency and financial integrity. He or she must not have any conflict of interests.</p> <p>The Board had adopted a Diversity and Inclusion policy and is committed to encouraging diversity and inclusion in the workplace. The Board has 33% women representation.</p> <p>The Group aims to create a culture that respects and values each other's differences, promotes equality and diversity, and encourages individuals to grow and develop in order to realize their full potential. Diversity and inclusion are closely tied to the Group's core values of</p>

integrity, humility and excellence which are embedded into every facet of the Group's business and goals. Nonetheless, the Board will also prioritise selection criteria based on an effective mix of competencies and skills as well as relevant experience and knowledge in order to strengthen the Board.

The Board assessed and reviewed the competencies of each Director using Board Skills Matrix. It will be used as a guide when deciding on future appointment of new Director(s) to identify any complementary skills.

The Board has a policy that each Director must not hold more than five (5) directorships in public listed companies. This is to ensure that they have sufficient time to fulfil their duties effectively. The policy has been incorporated into Board Charter which requires a Director to seek prior consent from the Board Chairman before he or she accepts any new directorship outside the Group.

The Company Secretary will monitor the number of directorships and the changes, if any, of each Director and report to the Board during the meetings. The Directors have also provided confirmation on their directorships in other listed and non-listed companies biannually.

During the financial year under review, the Directors' record of attendances is shown in the table below:

<b>Name of Director</b>	<b>Attendance (Attended/ Held)</b>	<b>% of Attendance</b>
Dato' Ir Goh Chye Koon	8/9	88%
Dato' Siow Kim Lun	9/9	100%
Dr Sarinder Kumari A/P Oam Parkash	9/9	100%
Ms Tan Ler Chin	8/9	88%
Tan Sri Dato' (Dr) Chew Chee Kin	9/9	100%
Mr Evan Cheah Yean Shin	7/9	78%
Mr Liew Kok Wing	9/9	100%
Datuk Kwan Foh Kwai <i>(appointed on 10 October 2024)</i>	2/2*	100%
Puan Norchahya Binti Ahmad <i>(appointed on 10 October 2024)</i>	2/2*	100%
Dato' Dr Johari Bin Basri <i>(retired on 20 June 2024)</i>	5/5*	100%

*\* reflects the number of meetings held and attended during the time the Director held office.*

The NRC was mindful that the appointment of senior management should be made with due regards for skills, experience, age, gender and race/ethnicity. It reviewed the succession plan of the senior management at its meeting held on 21 November 2024. The NRC was satisfied that there were successors for key senior positions within the Group. A clear career pathway has been communicated and developed for each successor identified.

<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>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Company has a formal policy that defines the selection process and assessment criteria for appointment of new directors, outlining the criteria for selection and assessment of the potential candidate for election to the Board.</p> <p>The Board has delegated NRC the responsibility to identify qualified individuals to serve as members of the Board and recommending such candidate for appointment to the Board.</p> <p>The policy allows the Board to engage executive search firms and other channels such as professional bodies, e.g., the ICDM and Malaysian Institute of Directors, to assist in finding candidates with the relevant skills and background. Under the policy, the candidate must possess high standards of ethics, integrity and professionalism, display independent and sound business judgement and have meaningful experience as well as expertise in business, corporate, engineering, civil, accounting, legal, finance or other relevant disciplines. The qualifications of a candidate will be considered in addition to other factors it deems appropriate based on the current needs and requirements of the Board including specific desired business and financial expertise as well as experience as a director of public listed company, age, gender and ethnic diversity. In addition to the criteria set above, the nominee for an Independent Director's vacancy must fulfil the independence test under the Listing Requirements of Bursa Securities.</p> <p>The Board also considered refreshing the age diversity by bringing younger Board member(s) onto the Board, who are more adept at new business models and technologies while bringing perspectives of the younger generation.</p> <p>The NRC shall gather all relevant information of the candidate, and it may seek the help of the Company Secretary or Human Resources Department to assist in information gathering as well as to conduct legal and other background verification. The NRC shall then assess the experience and expertise of the new Board member(s) and interview</p>

	<p>the shortlisted candidate(s) together with the Chairman and GMD, if required, to assess the suitability of the candidate(s).</p> <p>The ultimate decision on the appointment of a candidate is solely that of the Board as a whole after considering the recommendations of the NRC.</p> <p>For the year under review, two new board members were appointed. Datuk Kwan Foh Kwai was nominated by one of the directors as he has extensive knowledge and experience in the construction industry and holds a Master’s degree in Sustainability from Sunway University. He was also previously the Senior Managing Director of the Company but retired in December 2015. He was then appointed as the Non-Independent Non-Executive Director of the Company until 31 December 2017. He remained as Advisor of the Company until March 2020. As for Puan Norchahya Binti Ahmad, she was nominated by Dato Siow Kim Lun, the current Independent NED and Chairman of the Audit Committee. She has extensive professional experience and knowledge in internal control and internal audit.</p>	
<p><b>Explanation for departure</b></p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>		
<p><b>Timeframe</b></p>		

## Intended Outcome

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

## Practice 5.7

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>Datuk Kwan Foh Kwai and Puan Norchahya Binti Ahmad were appointed to the Board on 10 October 2024. The details of the newly appointed directors, including their names, ages, genders, working experiences and occupations, any COI or potential COI such as in in any competing business with the Company and/or its subsidiaries (if any), any other directorships in public companies and listed issuers were included in the announcement released to Bursa Securities. The profiles for the newly appointed directors can also be found in the Company's IAR 2024.</p> <p>On the re-election of director, the Company's Constitution provides that 1/3 of the Board is subject to retirement by rotation at each AGM. Each Director shall retire once every three (3) years but shall be eligible for re-election. The Directors to retire in each year are those who have been longest in office since their last election or appointment.</p> <p>The names of the retiring Directors are disclosed in the notice of the AGM together with an explanatory note on their re-election. In the explanation note, the Company disclosed that the NRC had assessed the retiring Directors as well as the independence of the retiring Independent Directors who were seeking re-election at the AGM. The areas of assessment included their time commitment, contribution to board discussions, character, integrity, competencies, experiences as well as the nature and the extent of any COI or potential COI, including interest in any competing business with the Company and/or its subsidiaries (if any). The NRC was satisfied that the retiring Directors had performed their roles and functions effectively and continued to be an effective and valuable member of the Board. The NRC was also satisfied that the retiring Independent Directors had complied with the independence criteria as required by the Listing Requirements of Bursa Securities. Upon NRC's recommendation, the Board had endorsed the re-election of the retiring Directors subject to the shareholders' approval at the AGM.</p> <p>The profiles of retiring directors standing for re-election and their other details such as personal details, details of COI or potential COI, including</p>

	<p>interest in any competing business with the Company and/or its subsidiaries (if any), position or relationship with Director and/or major shareholder, conviction for offences, records of meeting attendance and shareholdings (where applicable) are disclosed in the Company's IAR to assist the shareholders in determine on the reappointment of the Directors.</p> <p>All the Directors standing for re-election had abstained from deliberations and decisions on their own eligibility to stand for re-election at the relevant NRC and Board meetings. They had also abstained for deliberations and decisions on their own eligibility to stand for re-election at the AGM.</p> <p>Based on the information disclosed in the IAR, the shareholders would be able to make an informed decision on the re-election of the retiring directors at the AGM.</p>	
<b>Explanation for departure</b> :		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b> :		
<b>Timeframe</b> :		

**Intended Outcome**

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

**Practice 5.8**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The NRC is chaired by Dr Sarinder Kumari A/P Oam Parkash, a Senior Independent NED, who assumed the role of Senior Independent NED and Chairman of the NRC effective 20 June 2024.	
<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>	:	The Board comprised 33% women directors. Out of the nine (9) Directors, three (3) are women namely Ms Tan Ler Chin, Dr Sarinder Kumari A/P Oam Parkash and Puan Norchahya Binti Ahmad.	
<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 Board has disclosed the Group's diversity and inclusiveness policy in the IAR 2024. It recognises that diversity at the Board and senior management level is crucial in ensuring a broad spectrum of ideas and perspectives in forming a robust decision.</p> <p>Diversity and inclusion are closely tied to the Group's core values of integrity, humility and excellence which are embedded into every facet of the Group's businesses and goals. Nonetheless, the Board will also prioritize selection criteria based on merit with an effective mix of competencies, skills as well as relevant experience and knowledge in order to strengthen the Board.</p> <p>The NRC is responsible to review and assess the composition and performance of the Board as well as identifying suitable candidates for Board appointments before recommending to the Board for approval. Among the criteria reviewed and assessed are the appropriate knowledge, skills, competencies, experience, integrity, time commitment and diversity of the Board composition which include gender, ethnicity, age, etc.</p> <p>The Board comprised 3 women representatives, which is equivalent to 33% of the Board composition. The appointment reinforces the Company's commitment to gender diversity, which is an integral component of good corporate governance.</p> <p>The Company also recognises the importance of diversity and inclusiveness in senior management to achieve its strategic objectives and sustainable growth. It has a Diversity and Inclusion Policy which is applicable to the employees of the Group including the senior management.</p> <p>The Group does not discriminate against any demographic background including gender, age, ethnicity (nationality and religion), sexual orientation and disability, as it ensures equal opportunities and treatment across its workforce when it comes to employment, rewards, remuneration and recognition. In 2024, there were no cases of discrimination reported and the Group targets to maintain the status of zero cases of discrimination.</p>

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

## Intended Outcome

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

## Practice 6.1

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

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

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	: <p>The NRC has a formal and rigorous internal annual assessment each year to determine the performance and effectiveness of its Board, Board Committees and the individual Directors and to identify steps for improvement.</p> <p>The process is facilitated internally by the Company Secretaries. The Board remained satisfied with the current evaluation methodology as each Director was able to provide candid and frank opinions as well as recommendations to improve its performance and the overall governance process of the Group.</p> <p>At the start of the board evaluation process, the NRC reviewed the scope of the assessment and determined the key areas to focus on.</p> <p>A total of 10 assessment areas were covered as follows:</p> <ul style="list-style-type: none"><li>a) Evaluation on Board Effectiveness;</li><li>b) Assessment of the Independent NEDs;</li><li>c) Director's Self and Peers Review;</li><li>d) Audit Committee Evaluation Questionnaire;</li><li>e) Audit Committee Members' Self and Peer Evaluation;</li><li>f) Independent Directors' Self-Assessment;</li><li>g) Board Committee Evaluation;</li><li>h) Board Skills Matrix;</li><li>i) External Auditor Evaluation; and</li><li>j) Internal Audit Function Evaluation.</li></ul> <p>The annual evaluation of Board effectiveness was undertaken by way of self and peer assessment covering areas such as Board composition, Board roles and responsibilities, effectiveness of Chairman, legal and regulatory compliance, trainings attended, conduct of meetings, time commitment, engagement and communication with Management and</p>

stakeholders, as well as competency and service quality of the Company Secretaries.

The evaluation of individual Directors is based on a set of performance criteria comprising contribution to interaction, quality of input and ideas, understanding of roles and responsibilities as well as individual's competencies and experiences.

The NRC also undertook annual assessment of the effectiveness of various Board committees. The assessments were used to identify the Board committees' strengths and shortcomings as well as to recommend areas for improvement.

The Board committees were assessed on the following aspects:

- a) Size and Composition;
- b) Ability to provide useful recommendations;
- c) Relevant knowledge and expertise in the subject area;
- d) Appointment of Chairman/Chairperson based on appropriate criteria;
- e) Effective communication;
- f) Sufficiency and frequency of meeting;
- g) Rights and authority conferred upon the Board committees;
- h) Effectiveness of the Chairman/ Chairpersons of the Board committees; and
- i) Minutes of meeting.

The results of the assessments were compiled by the Company Secretaries into summarised executive reports which were then tabled for review and discussion at the NRC meeting. The executive reports were then presented to the Board for further deliberation on 19 February 2025. At the NRC and Board meetings, all comments and recommendations for improvement contained in the reports were highlighted for immediate actions and improvement. The outcomes and key action steps to be taken to enhance the effectiveness of the Board and Board Committees were duly recorded in the minutes of the respective meetings. All recommended improvements were immediately acted upon.

Generally, the Directors were satisfied with the effective functioning of the Board as a whole. The Board comprised majority Independent Directors who had demonstrated their independence, boldness in voicing their opinions and maintaining impartiality at all times. The Director's peer review indicated that all the Directors had performed their respective roles and functions effectively and responsibly during the FY2024. Each member was satisfied with each other's contribution in sharing their insights and active participation in Board and Board committees' discussions. All the Board committees were assessed to be effective in discharging their roles and responsibilities as required under their respective terms of reference.

<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 Company adopted a remuneration policy which set out the principles in determining the appropriate level of remuneration for the Directors and Key Senior Management. The remuneration policy is available at the Company's website for reference.</p> <p>The remuneration policy spelt out the remuneration package for the Executive Directors and Key Senior Management of the Group which made up of fixed monthly salary, performance-based remuneration such as bonus, long-term incentive and benefits-in-kind. The remuneration packages are reviewed annually to ensure that they are competitive and benchmarked against the market and the competitors in the same industry. The NRC with the assistance from the Group HR has a transparent procedure to ensure that the Executive Directors and Key Senior Management remuneration package are determined in a fair and equitable manner.</p> <p>On 23 December 2024, the Company implemented an ESOS offering Executive Director(s) and employees of the Group, options up to 5% of the total number of the issued ordinary shares of the Company (excluding treasury shares). The ESOS aims to motivate, reward and retain the employees of the Group to participate more actively in the operations of the Group, while encouraging their contributions to the Group's future growth.</p> <p>Starting in 2024, the Group transitioned to the "Rymnet" human resources management system, replacing the "SAP SuccessFactors" system to facilitate the establishment of KPIs and enhance the performance management and measurement processes for the GMD and Key Senior Management. The performance review is conducted on a half-yearly basis.</p>

The NRC had reviewed and discussed the goal setting in the beginning of the year. The NRC had on 22 August 2024 reviewed and discussed the mid-year performance appraisal of the GMD, CFO and GDMDs against the approved performance scorecards. Additionally, on the same date, the performance scorecard and appraisal for the Senior Executive Director of SCSB (“**SED**”) were presented to the NRC for its review.

On 19 February 2025, the final performance appraisal of the GMD, CFO, GDMDs and SED were presented to the NRC for review.

For NED, the remuneration package is meant to reflect their level of responsibilities, expertise and complexity of the Group’s activities. The remuneration of NED shall consist of fixed Directors’ fee and Board Committees’ fees per annum as well as meeting allowances for every Board or Board committees’ meeting attended. Their remuneration will be reviewed annually with reference to the companies of similar industries or scale by the NRC and the Board. The NEDs will not be eligible for ESOS to ensure their independence. The fees of the Directors and benefits payable to the Directors are subjected to the Company’s shareholders’ approval.

During the financial year under review, the NRC had reviewed Management’s analysis concerning the proposed revision of fees for Board Committees and the meeting allowance payable to the NEDs (“**Proposed Fees Revision**”). The analysis included benchmarking the Company against other relevant peers operating in the same business activities in Malaysia and regional-based, as well as listed companies within Sunway Group. The NRC considered the recommendation regarding Proposed Fees Revision and endorse the same for the Board’s approval.

After due consideration on market trends together with the Company’s performance, the Board, based on the NRC’s recommendation, approved the Proposed Fees Revision. The new meeting allowance had been in effect since August 2024 as it falls within the benefits payment limit of up to RM200,000 approved by the shareholder at the 10<sup>th</sup> AGM for NEDs. No changes were recommended to the Directors’ fees for the NEDs, as the current fees remained within the market range.

On 28 March 2025, the Board as a whole approved the annual fees payable to the NEDs with the individual Directors abstaining from deliberating and voting on their individual remunerations. The proposed revision of Directors’ fees as well as fees payable to NEDs are then recommended to the shareholders for approval at the forthcoming 11<sup>th</sup> AGM. It was recommended that the total amount of benefits payable to the NEDs be increased to RM230,000, due to the increase in meeting allowances, the growth in the number of Board members and Board committee members, and the recent establishment of the ESOS Committee.

	<p>For the financial year ended 31 December 2024, subject to shareholders' approval, the Non-Executive Chairman of the Board is entitled to a Director's fee of RM180,000 per annum while the rest of the NEDs are entitled to a fee of RM100,000 per annum. In addition, the NEDs are also entitled to a meeting allowance of RM1,000 per individual per meeting for attending the Board or Board committee meetings.</p> <p>Notwithstanding to the Directors' fees, the Chairman and members of Board committees are entitled to the following fees per annum, subject to shareholders' approval at the upcoming 11<sup>th</sup> AGM:</p> <table border="1" data-bbox="560 584 1339 808"> <thead> <tr> <th>Board Committee</th> <th>Chairman</th> <th>Member</th> </tr> </thead> <tbody> <tr> <td>AC</td> <td>RM10,000</td> <td>RM5,000</td> </tr> <tr> <td>NRC</td> <td>RM10,000</td> <td>RM5,000</td> </tr> <tr> <td>RMC</td> <td>RM10,000</td> <td>RM5,000</td> </tr> <tr> <td>SC</td> <td>RM10,000</td> <td>RM5,000</td> </tr> <tr> <td>ESOS Committee</td> <td>RM10,000</td> <td>RM5,000</td> </tr> </tbody> </table> <p>These fees will be paid annually together with the payment of Directors' fees.</p>	Board Committee	Chairman	Member	AC	RM10,000	RM5,000	NRC	RM10,000	RM5,000	RMC	RM10,000	RM5,000	SC	RM10,000	RM5,000	ESOS Committee	RM10,000	RM5,000
Board Committee	Chairman	Member																	
AC	RM10,000	RM5,000																	
NRC	RM10,000	RM5,000																	
RMC	RM10,000	RM5,000																	
SC	RM10,000	RM5,000																	
ESOS Committee	RM10,000	RM5,000																	
<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 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 Company adopted a Remuneration Policy for Directors and Senior Management which serves as a guide to outline the principles for the NRC to determine and propose an appropriate level of remuneration for the Directors and Senior Management.</p> <p>The NRC is responsible to ensure a fair differential between the remuneration of Executive Directors and Key Senior Management and other levels of management is maintained. It also assumes the responsibility for all elements of Executive Directors and Key Senior Management's remuneration matters.</p> <p>During the financial year under review, there has been changes to the composition of NRC as follows:</p> <ul style="list-style-type: none"><li>• Dr Sarinder Kumari A/P Oam Parkash was appointed as the Senior Independent NED and re-designated from member to Chairperson of NRC on 20 June 2024, following the retirement of the former NRC Chairman on the same date;</li><li>• Datuk Kwan Foh Kwai and Puan Norchahya Binti Ahmad were appointed as member of NRC with effect from 10 October 2024 upon their appointment as Independent NEDs of the Company; and</li><li>• Mr Evan Cheah Yean Shin was appointed as member of NRC on 10 October 2024.</li></ul> <p>Majority of them are Independent Directors. The duties and responsibilities of NRC are set out in its TOR which is available on the Company's website at <a href="https://www.sunwayconstruction.com.my/investor-relations/">https://www.sunwayconstruction.com.my/investor-relations/</a> under "Corporate Governance" section.</p>

The NRC with the assistance of the Group HR, evaluates the performance of the GMD, CFO, GDMDs and SED twice a year. They will be assessed based on a set of pre-approved KPIs using performance balanced scorecard. The KPIs of GMD, GDMDs and SED comprised budgeted financial targets, business strategic initiatives, sustainability, operational targets and people development. The CFO's KPIs encompassed the Company's financial performance, operational targets, branding as well as people development and engagement.

The NRC would then determine the salary increments and performance bonuses of the GMD, CFO, GDMDs and SED based on their performance appraisals. The NRC also reviews the remuneration packages of the GMD, CFO, GDMDs and SED to ensure that they commensurate with the scope of responsibilities and performance achieved as well as benchmarked against its peers in the same industry.

During the financial year under review, the NRC met to deliberate on the following performance appraisal and remuneration package of the GMD, CFO, GDMDs and SED before recommending them to the Board for approval and also discussed other remuneration-related matters:

(i) First NRC Meeting held on 19 February 2024

- (a) Reviewed the 2023 year-end performance appraisal of the GMD, CFO and GDMDs.
- (b) Reviewed and discussed on the proposed total bonus and/or incentive (for GMD only) for the GMD, GDMDs and CFO for year 2023 and salary increments for year 2024.
- (c) Reviewed and recommended for Board's approval the performance scorecards of the GMD, CFO and GDMDs for year 2024.

(ii) Second NRC Meeting held on 29 March 2024

- (a) Briefed/updated by the Head of Human Resources on the following matters:
  - details of the salary bandwidth for the proposed bonus and salary increment for the GDMDs; and
  - the disclosure of the average bonus and increment percentage payable to the Group's staff, categorised by grade level.

(iii) Third NRC Meeting held on 22 August 2024

- (a) Reviewed and recommended for Board's approval the revised fees for the Board Committees as well as meeting allowances for the NEDs for FY2024.
- (b) Reviewed and recommended for Board's approval the performance scorecards of GMD, CFO, GDMDs and SED for year 2024.
- (c) Reviewed and discussed the mid-year key KPIs and mid-year performance appraisal of the GMD CFO, GDMDs and SED for year 2024.

	<p>(d) Reviewed and discussed the proposal for the bonus pool based on current and projected profit before tax target.</p> <p>(e) Discussed the proposal on issuance of ESOS to eligible executive director(s) and employees of the Group as performance incentives and talent retention.</p> <p>(iv) <u>Fourth NRC Meeting held on 21 November 2024</u></p> <p>(a) Reviewed and recommended for the Board's approval the proposal for the proposed ESOS.</p> <p>The Head of HR, the Group Chief HR Officer or her representative, and the GMD were invited to attend the abovementioned meetings to facilitate the discussions.</p> <p>The Board was satisfied that the NRC has effectively and efficiently discharged its roles and responsibilities in accordance with its TOR.</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

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

### Practice 8.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The remuneration received by each of the NEDs and GMD (including GMD's alternate director) in 2024 is set out in the table below.</p> <p>The NEDs' fees in respect of FY 2024 are subject to the shareholders' approval at the forthcoming 11<sup>th</sup> AGM to be held in May 2025. The GMD does not receive any remuneration in his capacity as an executive director in the Company.</p> <p>For disclosure in this report, other emoluments include employer's contribution to the Employees Provident Fund ("EPF").</p> <p>Note: * the remuneration paid by a major subsidiary company, SCSB.</p>

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Dato' Ir Goh Chye Koon	Independent Director	185.2	10.0	Input info here	Input info here	Input info here	Input info here	195.2	Input info here	Input info here	Input info here				
2	Dato' Siow Kim Lun	Independent Director	120.1	18.5	Input info here	Input info here	Input info here	Input info here	138.6	Input info here	Input info here	Input info here				
3	Dr Sarinder Kumari A/P Oam Parkash	Independent Director	122.7	18.0	Input info here	Input info here	Input info here	Input info here	140.7	Input info here	Input info here	Input info here				
4	Ms Tan Ler Chin	Independent Director	125.3	18.0	Input info here	Input info here	Input info here	Input info here	143.3	Input info here	Input info here	Input info here				
5	Datuk Kwan Foh Kwai (appointed on 10 October 2024)	Independent Director	27.2	5.0	Input info here	Input info here	Input info here	Input info here	32.2	Input info here	Input info here	Input info here				
6	Puan Norchahya Binti Ahmad (appointed on 10 October 2024)	Independent Director	26.1	5.0	Input info here	Input info here	Input info here	Input info here	31.1	Input info here	Input info here	Input info here				
7	Tan Sri Dato' (Dr) Chew Chee Kin	Non-Executive Non-Independent Director	105.0	10.5	Input info here	Input info here	Input info here	Input info here	115.5	Input info here	Input info here	Input info here				
8	Mr Evan Cheah Yean Shin	Non-Executive Non-Independent Director	106.3	10.0	Input info here	Input info here	Input info here	Input info here	116.3	Input info here	Input info here	Input info here				
9	Mr Liew Kok Wing	Executive Director	Input info here	Input info here	Input info here	Input info here	Input info here	1,080.0	2,527.2	41.7	432.9	4,081.8				
10	Dato' Tan Kia Loke (Alternate Director to Evan Cheah Yean Shin)	Non-Executive Non-Independent Director	Input info here	1.0	Input info here	Input info here	Input info here	Input info here	1.0	Input info here	Input info here	Input info here				
11	Mr Wong Kwan Song* (Alternate	Executive Director	Input info here	Input info here	Input info here	Input info here	Input info here	888.0	1,036.0	31.5	230.9	2,186.4				

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
	Director to Liew Kok Wing and GDMD)															
12	Dato' Dr Johari Bin Basri (retired on 20 June 2024)	Independent Director	61.1	7.5	Input info here	Input info here	Input info here	Input info here	68.6	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				
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				
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				

### 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>	:	Given the highly competitive industries in which the Group is operating, the Group is facing challenges in talent management and retention. Therefore, the Board is of the opinion that disclosing the remuneration package of the senior management on a named basis would be a disadvantage to the Group.	
		As an alternative, the Group has disclosed the remuneration received by its top five Senior Management personnel in bands of RM50,000 and the number of persons in each band, as follows:	
		<b>Total Remuneration in Bands of RM50,000</b>	<b>No. of Key Senior Management Personnel</b>
		RM1,050,001 - RM1,100,000	1
		RM1,600,001 - RM1,650,000	1
		RM2,000,001 - RM2,050,000	1
		RM2,050,001 - RM2,100,000	1
		RM2,150,001 - RM2,200,000	1
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:	The Board has decided to disclose the remuneration paid to the top five senior management for the financial year in a band range of RM50,000.	
<b>Timeframe</b>	:	Others	Not disclosing

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

## Intended Outcome

There is an effective and independent Audit Committee.

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

## Practice 9.1

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

<b>Application</b>	:	Applied																		
<b>Explanation on application of the practice</b>	:	<p>The AC is led by Dato' Siow Kim Lun, an Independent NED who is not the Chairman of the Board.</p> <p>In 2024, the composition of the AC underwent changes following the retirement of Dato' Dr Johari Bin Basri and the appointment of Datuk Kwan Foh Kwai and Puan Norchahya Binti Ahmad. Dato' Dr Johari Bin Basri ceased to be a member of the AC upon his retirement as Senior Independent NED at the 10<sup>th</sup> AGM held on 20 June 2024. Datuk Kwan Foh Kwai and Puan Norchahya Binti Ahmad were appointed as member of NRC effective 10 October 2024 upon their appointment as Independent NEDs of the Company.</p> <p>The AC now comprises five (5) members, all of whom were Independent NEDs and satisfied the test of independence under the Listing Requirements. The current members of the AC comprised of the following Directors:</p> <table border="1"><thead><tr><th><u>No.</u></th><th><u>Director/ Designation</u></th><th><u>Membership</u></th></tr></thead><tbody><tr><td>1</td><td>Dato' Siow Kim Lun (Independent NED)</td><td>Chairman</td></tr><tr><td>2</td><td>Dr Sarinder Kumari A/P Oam Parkash (Senior Independent NED)</td><td>Member</td></tr><tr><td>3</td><td>Ms Tan Ler Chin (Independent NED)</td><td>Member</td></tr><tr><td>4</td><td>Datuk Kwan Foh Kwai (Independent NED)</td><td>Member</td></tr><tr><td>5</td><td>Puan Norchahya Binti Ahmad (Independent NED)</td><td>Member</td></tr></tbody></table> <p>The detailed report of the AC is set out in the Company's IAR 2024.</p>	<u>No.</u>	<u>Director/ Designation</u>	<u>Membership</u>	1	Dato' Siow Kim Lun (Independent NED)	Chairman	2	Dr Sarinder Kumari A/P Oam Parkash (Senior Independent NED)	Member	3	Ms Tan Ler Chin (Independent NED)	Member	4	Datuk Kwan Foh Kwai (Independent NED)	Member	5	Puan Norchahya Binti Ahmad (Independent NED)	Member
<u>No.</u>	<u>Director/ Designation</u>	<u>Membership</u>																		
1	Dato' Siow Kim Lun (Independent NED)	Chairman																		
2	Dr Sarinder Kumari A/P Oam Parkash (Senior Independent NED)	Member																		
3	Ms Tan Ler Chin (Independent NED)	Member																		
4	Datuk Kwan Foh Kwai (Independent NED)	Member																		
5	Puan Norchahya Binti Ahmad (Independent NED)	Member																		
<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 AC has a policy that requires a former key audit partner to observe a cooling-off period of at least three (3) years before being appointed as a member of AC. This is to ensure the independence of the said person before joining the AC.</p> <p>This policy is included in the TOR of the AC which is available on the Company's website.</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 AC has direct oversight of Group audit, and it is included in the TOR of AC that it is responsible to assess the suitability, objectivity and independence of the External Auditors annually.</p> <p>The Board has a Policy on Selection of External Auditors and Non-Audit Services. These policies outline the criteria and procedures for the AC to assess and select the External Auditors and provision of non-audit services by the External Auditors. The policy is available on the Company's website.</p> <p>The External Auditors can be engaged to perform non-audit services that are not perceived to be in conflict with their role as External Auditors. However, all engagements to provide non-audit services above the statutory audit fee are subject to prior approval of the AC. The total non-audit fees payable each financial year must not exceed 50% of total fees payable to the External Auditors.</p> <p>The External Auditor's suitability is assessed based on its objectivity, independence, audit performance, adequacy of resources and track record of auditing similar size public listed companies. They are assessed annually by the AC, the CFO and the Head of IAD. The Assessment Report for the financial year ended 31 December 2023 were tabled to the AC on 20 February 2024. The AC, the CFO and the Head of IAD were satisfied with the External Auditors' performance and had recommended to the Board on their re-appointment for the financial year ended 31 December 2024 at the 10<sup>th</sup> AGM by the shareholders. The Board had subsequently approved the AC's recommendation.</p> <p>The External Auditors will rotate their audit engagement partner every seven (7) years with a cooling-off period of five (5) years in line with BDO PLT ("<b>BDO</b>") internal policy which in accordance with the By-Laws (on professional, ethics, conduct and practice) of the Malaysia Institute of Accountants. The rotation of the new audit engagement partner within BDO took place in financial year 2022 as the previous audit engagement partner had been rotated out after seven (7) years of service to the Group in accordance with BDO's policy.</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>	:	All members of AC are Independent NEDs.

## 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>During the financial year under review, the AC comprised five (5) members in which all of them are Independent NEDs. The AC has a mixture of qualified and experience professionals in the field of accountancy, banking and finance, capital market, economics, construction, safety and health, general management, strategic planning and human capital development. All the AC members are independent and financially literate.</p> <p>Dato' Siow Kim Lun, the Chairman of AC, fulfilled the requirements under Paragraph 15.09(1)(c) of the Listing Requirements of Bursa Securities. In addition, all members of AC are financially literate and have the appropriate level of knowledge, skills and experiences to discharge their responsibilities effectively. All the members have adequate understanding of the Company's various businesses.</p> <p>The recent appointments of Datuk Kwan Foh Kwai and Puan Norchahya Binti Ahmad to the AC allows them to contribute their expertise, knowledge, and skills to the Committee. In particular, Puan Norchahya Binti Ahmad's background in internal audit enhances the AC's oversight capabilities, reinforcing its commitment to maintaining robust internal controls and governance practices.</p> <p>The AC Chairman leads the AC in providing oversight on the areas of financial reporting, internal control environment, internal audit and external audit processes, related party transactions as well as management's conflict of interests.</p> <p>During the financial year, the principal activities carried out by the AC included the following:</p>

	<p>(a) reviewed the quarterly and year-end financial statements of the Group and Company and recommended them for approval by the Board;</p> <p>(b) reviewed and monitored the performance of external and internal audit functions including adequacy of resources and professional competencies;</p> <p>(c) reviewed the audit and non-audit fees including the Non-Audit Services Policy for approval by the Board;</p> <p>(d) reviewed all related party transactions and management’s COI;</p> <p>(e) assessed and ensured the adequacy and effectiveness of the information and internal control system; and</p> <p>(f) reviewed the financial year ended 2023, including but not limited to the Audit Committee Report, the Statement on Risk Management and Internal Control, the audit section within the Sustainability Statement, as well as the Corporate Governance Report 2023.</p> <p>A detailed report of the AC’s activities for FY2024 is set out in the AC Report which is available in the Company’s IAR 2024.</p> <p>The AC members had during the financial year attended various training programmes and seminars organised by the relevant regulatory authorities and professional bodies to enhance their knowledge and to keep abreast with the relevant changes in law, regulations, audit standards and internal control systems as well as corporate governance practices. Details of the trainings or seminars attended by the AC members during the financial year under review are set out in the Corporate Governance Overview Statement under “Directors’ Onboarding, Training and Development” section in the Company’s IAR 2024. The CFO and External Auditors also briefed the AC members on the new relevant financial reporting standards during the AC’s meetings held during the financial year under review.</p> <p>The Board, through the NRC, had assessed and reviewed the performance of the AC. The Board was satisfied that the AC had performed their duties and responsibilities effectively. The AC was able to provide positive ideas and recommendations in their review of the financial reporting and internal control environment. The AC members’ peer review had also indicated that each member of the AC had performed satisfactorily and continued to act objectively with vigilance and scepticism. They had committed their time to attending all AC meetings.</p>
<p><b>Explanation for departure</b> :</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	

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

### Intended Outcome

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 Company's risk management and internal control system is established to identify, mitigate and monitor key risks with significant adverse impact on the achievement of the Group's objectives and strategies.</p> <p>The Group's internal control system encompasses formalised and documented internal policies, standards and procedures to ensure compliance with internal controls, relevant laws and regulations. It enables all division and operating subsidiaries to effectively and efficiently, operate and respond towards potential business, operational, financial, compliance and other risks in achieving the Group's goals and objectives. These documents are regularly reviewed to ensure its relevance and are published in the Group's online portal for employees' reference.</p> <p>The Group's risk management framework is benchmarked against the ISO31000:2018 Risk Management – Principles and Guidelines and is designed to embed Enterprise Risk Management into key activities, initiatives and processes of the Group. The Group has four (4) core response strategies, i.e. risk termination, risk reduction, risk acceptance and risk transfer for risk management purposes.</p> <p>The Board through the AC and RMC, has overall responsibility for the governance of risk and oversees the Management in the design, implementation and monitoring of the risk management and internal control system. The Board is assisted by RMC to oversee the Group's risk management and internal control system. The RMC currently comprises six (6) Independent NEDs and one (1) Non-Executive Non-Independent Director, the composition of which complies with Practice 10.3 of MCCG 2021.</p> <p>The RMC is assisted by the Risk Management Working Group ("<b>RMWG</b>") at the operational level. The RMWG identifies, mitigates and monitors the critical risks highlighted by each business divisions.</p> <p>During the financial year under review, the RMC met five (5) times to identify and monitor key business risks, review risk mitigation</p>

	<p>strategies, review and recommend risk management strategies and ensure all systems are in place to manage risks.</p> <p>The Board has established an internal audit function by setting up an IAD within the Group. The IAD assists the AC in reviewing, evaluating and monitoring the effectiveness of the Group’s governance, risk management and internal control processes. IAD reports functionally to the AC and administratively to the GMD or his designate. IAD has full, free and unrestricted access to all the Company’s and Group’s activities, policies, records, properties and personnel at all levels and agents, in pursuant to its objectives.</p>	
<p><b>Explanation for departure</b></p>	<p>:</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>	<p>:</p>	
<p><b>Timeframe</b></p>	<p>:</p>	

## Intended Outcome

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

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

## Practice 10.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Group's internal control system includes clear, formalised and documented internal policies, standards and procedures to ensure compliance with internal controls and relevant laws and regulations. It enables all divisions and operating subsidiaries to effectively and efficiently operate and respond proactively to potential business, operational, financial, compliance and other risks in achieving the Group's goals and objectives. These documents are regularly reviewed to ensure relevance and applicability and are published in the Group's online portal for employees' reference.</p> <p>The policies in place include:</p> <ul style="list-style-type: none"> <li>• Anti-Bribery and Corruption;</li> <li>• Anti-Money Laundering, Countering Financing of Terrorism and Countering Proliferation Financing Policy;</li> <li>• Whistleblowing Policy &amp; Procedures;</li> <li>• Diversity &amp; Inclusion Policy;</li> <li>• Quality, Environmental, Safety and Health Policy;</li> <li>• Human Rights Policy;</li> <li>• CCBE;</li> <li>• Non-Audit Services Policy;</li> <li>• Policy on Selection of External Auditors;</li> <li>• Remuneration Policy for Directors &amp; Senior Management;</li> <li>• Policy on Selection &amp; Assessment of the Board</li> <li>• COI Policy;</li> <li>• Sustainability Policy; and</li> <li>• Gifts, Entertainment and Hospitality Policy.</li> </ul> <p>The IAD carries out internal audits on divisions and business units of the Group based on a risk-based IA Plan approved annually by the AC. Based on these audits, IAD provides the AC with periodic reports highlighting observations, recommendations and action plans to improve the Group's internal control system. The AC reviews and deliberates on any matters relating to internal control highlighted by the External Auditors during their statutory audit of the financial statements of the Group.</p>

Additionally, subsidiaries accredited with certifications such as International Organisation for Standardisation (“ISO”) and Occupational Health and Safety Advisory Services (“OHSAS”) are audited as scheduled by auditors of relevant certification bodies. Results of these audits are reported to management.

The Group’s risk management framework is benchmarked against the ISO31000:2018 Risk Management – Principles and Guidelines and is designed to embed Enterprise Risk Management (“ERM”) into key activities, initiatives and processes of the Group. This enables the Group to identify, assess and mitigate risks that may prevent the Group from achieving its objectives. In doing so, the stakeholders are assured that their interest is protected. During the financial year, the Group constantly reinforces its risk management framework to remain relevant and effective given the present business environment.

The framework is enterprise-wide and outlines policies and practices for effective risk mitigation. It allows the Group to:

- establish clear functional responsibilities and accountabilities within committee structures for management of risks;
- enhance and improve corporate governance with a clear, concise and robust structure for the Group;
- determine risk appetite and risk tolerance based on measurable parameters related to critical risks that may impact the strategy, performance and reputation of the Group;
- set risk policies and limits consistent with the risk appetite and tolerance of the Group; and
- ensure appropriate skills and resources are applied to risk management.

The Statement on Risk Management and Internal Control as set out in the Company’s IAR 2024 provides an overview of the state of risk management and internal control within the Group.

The RMC comprising majority of the Independent Directors, oversees the Group’s risk management and internal control. Accountable to the Board, the RMC meets quarterly to:

- identify, assess and monitor key business risks and review risk mitigation strategies;
- review and recommend risk management strategies, policies and levels of risk tolerance; and
- ensure infrastructure, resources and systems are in place to manage risks.

In 2024, the RMC had duly reviewed, appraised and assessed the efficacy of the controls and progress of action plans taken to mitigate, monitor and manage the Group’s risk exposure. RMC had subsequently provided assurance to the Board that the Group’s risk management and internal control framework were operating adequately and effectively in all material aspects. Continuous focus on measures to protect and

	enhance shareholders value and business sustainability will remain a core practice for the Group.	
<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 RMC has oversight over the Company's risk management framework and policies. It also has the responsibilities to identify key principal risks within the Group and to come up with mitigation plan to minimise the risk. The RMC is assisted by a RMWG which comprised key management across the business units of the Group.</p> <p>Majority of the members of the RMC are Independent NED, and the current composition of RMC is as follows:</p> <table border="1"><thead><tr><th><b>No.</b></th><th><b>Director/ Designation</b></th><th><b>Membership</b></th></tr></thead><tbody><tr><td>1</td><td>Ms Tan Ler Chin (Independent NED)</td><td>Chairperson</td></tr><tr><td>2</td><td>Dato' Ir Goh Chye Koon (Independent NED)</td><td>Member</td></tr><tr><td>3</td><td>Dato' Siow Kim Lun (Independent NED)</td><td>Member</td></tr><tr><td>4</td><td>Dr Sarinder Kumari A/P Oam Parkash (Senior Independent NED)</td><td>Member</td></tr><tr><td>5</td><td>Mr Evan Cheah Yean Shin (Non-Independent NED)</td><td>Member</td></tr><tr><td>6</td><td>Datuk Kwan Foh Kwai (Independent NED)</td><td>Member</td></tr><tr><td>7</td><td>Puan Norchahya Binti Ahmad (Independent NED)</td><td>Member</td></tr></tbody></table> <p>The RMC was previously chaired by Dr Sarinder Kumari A/P Oam Parkash, who was re-designated as a member on 20 June 2024, following Dato' Johari Bin Basri's retirement as Senior Independent NED of the Company on the same date, which led to his cessation as a member of the RMC. On 10 October 2024, Datuk Kwan Foh Kwai and Puan Norchahya Binti Ahmad were appointed as members of the RMC after being appointed as Independent NEDs of the Company.</p> <p>The TOR of the RMC is available for reference at the Company's website at <a href="https://www.sunwayconstruction.com.my/investor-relations/">https://www.sunwayconstruction.com.my/investor-relations/</a> under "Corporate Governance" section.</p>	<b>No.</b>	<b>Director/ Designation</b>	<b>Membership</b>	1	Ms Tan Ler Chin (Independent NED)	Chairperson	2	Dato' Ir Goh Chye Koon (Independent NED)	Member	3	Dato' Siow Kim Lun (Independent NED)	Member	4	Dr Sarinder Kumari A/P Oam Parkash (Senior Independent NED)	Member	5	Mr Evan Cheah Yean Shin (Non-Independent NED)	Member	6	Datuk Kwan Foh Kwai (Independent NED)	Member	7	Puan Norchahya Binti Ahmad (Independent NED)	Member
<b>No.</b>	<b>Director/ Designation</b>	<b>Membership</b>																							
1	Ms Tan Ler Chin (Independent NED)	Chairperson																							
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3	Dato' Siow Kim Lun (Independent NED)	Member																							
4	Dr Sarinder Kumari A/P Oam Parkash (Senior Independent NED)	Member																							
5	Mr Evan Cheah Yean Shin (Non-Independent NED)	Member																							
6	Datuk Kwan Foh Kwai (Independent NED)	Member																							
7	Puan Norchahya Binti Ahmad (Independent NED)	Member																							

## Intended Outcome

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

### Practice 11.1

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

<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	<p>The internal audit function is performed and undertaken by the in-house IAD team. The IAD team comprised a Head of IAD and 4 team members.</p> <p>The IAD reports functionality to the AC and administratively to the GMD. The Head of IAD has unrestricted access to the AC and reports directly to the AC. The IAD has full, free and unrestricted access to all the Group's activities, policies, records, properties and personnel at all levels, in pursuance of its objectives. The AC meets privately with the IAD team without the presence of management once a year.</p> <p>IAD had successfully completed its external Quality Assessment Review ("QAR") by KPMG Management &amp; Risk Consulting Sdn Bhd ("KPMG") in FY2022 to assess IAD's conformity with the Institute of Internal Auditor's International Standards ("IIA Standards") for the Professional Practice of Internal Auditing, the Code of Ethics and the Definition of Internal Auditing with applicable legislative and regulatory requirements. Based on the work performed and information obtained, KPMG concluded that IAD "Generally Conforms" with the IIA Standards promulgated by the Institute of Internal Auditors.</p> <p>IAD carried out its activities based on a risk-based annual audit plan approved by the AC. The AC reviews annually the adequacy of the scope, function and resources of the IAD to ensure that its responsibilities are fully discharged.</p> <p>On 19 February 2024, the AC reviewed and approved the Internal Audit Plan ("IA Plan") for FY2024. The key audit emphasis covered in the IA Plan FY2024 were:</p> <ul style="list-style-type: none"><li>(i) to review the adequacy and effectiveness of internal controls for the key processes selected for the Group;</li><li>(ii) to review on corruption risk assessment, fraud risk assessment and enterprise risk management; and</li><li>(iii) to review compliance and governance framework of the Company to ensure compliance with policies, procedures, laws and regulations.</li></ul> <p>A total of 13 audit assignments were planned to be carried out for FY2024, covering the following areas:</p>

	<ul style="list-style-type: none"> <li>(i) review of tender and award processes which included tender submissions, comparison of quotations, evaluation of tenderers and approval of awards;</li> <li>(ii) review of the processes in relation to the award of contracts to sub-contractors, certification and budget assessment;</li> <li>(iii) review the adequacy and effectiveness of internal controls over key operational processes for major projects;</li> <li>(iv) review of general and application controls of key information technology systems and annual compliance review of ISO27001 Information Security Management System implemented by outsourced information technology service provider;</li> <li>(v) compliance and governance reviews on implementation of policies relating to Anti-Bribery and Corruption;</li> <li>(vi) review of the Enterprise Risk Management (ERM) framework and processes;</li> <li>(vii) review of COI policy and procedures, CCBE and Related Party Transactions; and</li> <li>(viii) review of internal control over data collections and reporting of ESG Sustainability Reporting.</li> </ul> <p>The AC on quarterly basis:</p> <ul style="list-style-type: none"> <li>(i) monitored and reviewed the IA Plan to ensure adequate audit coverage of key risk areas of SunCon including aligning business risk and developments which may have an impact on the audit coverage.</li> <li>(ii) reviewed the internal audit reports comprising audit findings, IAD’s recommendations, Management responses and corrective action taken. Management had been made responsible for ensuring the effective implementation of corrective action plans within the agreed timeframe and regular follow-up audits had been performed by IAD to monitor the continued compliance.</li> </ul> <p>The AC had undertaken annual assessment on the performance of the IAD and reviewed its effectiveness in terms of scope and compliance with relevant regulatory standards as well as adequacy of resources and core skills and competencies of staff within the IAD.</p> <p>Based on the evaluation, the AC was satisfied with IAD’s performance and was in the opinion that it was able to provide the Directors and Senior Management with pertinent information on potential weaknesses in the internal control environment as well as provided Management with constructive input and ideas for remedial actions.</p> <p>Details of the IAD’s activities during the FY2024 are set out in the AC Report contained in the IAR 2024.</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

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>In accordance with the Internal Audit Charter, the IAD provides an independent, objective assurance and advisory function for purposes of examining and evaluating the Group’s system of internal controls, risk management and governance processes in order to assist the members of the Management team and the Board (including members of the AC) in the effective discharge of their roles and responsibilities.</p> <p>The IAD is led by Ms Celia Lee Kat Li (“<b>Ms Celia Lee</b>”), who is a Chartered Member of the Institute of Internal Auditors Malaysia (CMIIA). Ms Celia Lee reports directly to the AC to ensure impartiality and independence. IAD has five (5) internal auditors and a majority of them have relevant professional qualifications and are members of the Malaysian Institute of Accountants.</p> <p>The IAD is a member of the Malaysian Chapter of the Institute of Internal Auditors and adopts the IIA Standards laid down in the International Professional Practices Framework issued by the IIA. QAR performed by KPMG in FY2022 concluded that the IAD “Generally Conforms” with the IIA Standards promulgated by the Institute of Internal Auditors.</p> <p>At the AC’s meeting held on 29 March 2024, the IAD had confirmed its organisational independence, where the Head of IAD and all the internal auditors had signed a declaration that they were and had been independent, objective and in compliance with the Company’s CCBE and Conflict of Interest Policy and the professional standards laid down by the Institute of Internal Auditors in carrying out their duties.</p> <p>In accordance with the TOR of the AC, the AC had at the end of fourth quarter of 2024 conducted an annual assessment of the performance of the Internal Audit function for the FY2024. The results of which was compiled and tabled to the AC at its meeting held on 19 February 2025. The AC was satisfied with the performance of the internal audit function in the FY2024. It has concluded that the IAD is able to provide Directors</p>

	and Senior Management with pertinent information on potential weaknesses in the system of internal control and providing Management with constructive input and ideas for remedial action on internal control issues.	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

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

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

## Practice 12.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Company is committed to continuously disclose and disseminating timely information to its shareholders as well as the general investing public in order to enhance the shareholders' understanding of the Group as well as their ability in making informed investment decisions. The public can access to the information disseminated by the Company via the announcements released by the Company through Bursa LINK which can also be accessed via the Company's website.</p> <p>The Company has also incorporated a section for "Investor Relations" in its website at <a href="https://www.sunwayconstruction.com.my">https://www.sunwayconstruction.com.my</a> which provides all relevant information of the Group such as quarterly results, audited financial statements, Board Charter, minutes of general meetings, general announcements, policies, investor presentations, share price and financial information. The Company's integrated annual reports and circular to shareholders are also available at the Company's website for review.</p> <p>In 2024, the Company served the notice of its 10<sup>th</sup> AGM more than 28 days before the meeting, well in advance of the 21-day requirements under the CA 2016 and the Listing Requirements of Bursa Securities. The additional time given to the shareholders allowed them to have sufficient time to make necessary arrangement to participate in the virtual AGM as well as vote remotely using the online platform.</p> <p>During the 10<sup>th</sup> AGM, the Chairman provided ample time for the questions and answers ("Q&amp;A") session and all suggestions and comments given by the shareholders were attended by the Management for consideration. The Company also distributed the administrative details such as the details of the virtual meeting, shareholders' entitlement to participate, right to appoint proxy and information as to who to act as a proxy, steps to participate and vote in the virtual meeting and etc together with the notice of the AGM.</p> <p>The GMD gave a video presentation on the Group's overall financial performance and highlighted the on-going projects for financial year 2023 as well as the prospect of the Group at the commencement of the 10<sup>th</sup> AGM.</p>

The Company had served more than 14 days' notice for its EGM, which was held on 23 December 2024.

The same approach used in the Q&A session at the AGM was also applied to the EGM. The Chairman ensured that ample time and opportunities were provided for shareholders to ask questions. The Directors, together with the Group MD, CFO and the representatives from Hong Leong Investment Bank Berhad (Principal Advisor) and Messrs Murad Yee Partnership (Solicitor) were present to address any inquiries. Shareholders were also encouraged to send in their questions prior to the EGM via email or through Questions' Pane facility via the live-streaming solution.

After the formal Q&A session at the EGM, the Company received several questions relating to meeting allowances, mode of conducting the general meeting(s), door gift and digital ballot form/voting status from the shareholders/proxies. These questions were subsequently addressed by the Company and posted on the Company's website at <https://www.sunwayconstruction.com.my/investor-relations/> under 'EGM' section. All suggestions and comments given by the shareholders were duly noted by Management for consideration.

The Company disseminates its Quarterly Reports and Corporate Presentations to all research analysts and investors via email communication immediately upon release to Bursa Securities. Press releases are also issued to the media in conjunction with quarterly financial results to ensure broader public dissemination. Separately, besides announcing through Bursa Securities' website, all significant corporate developments involving the Group and newly secured contracts are also shared with research analysts and investors via email. In addition, a separate executive summary is issued alongside the Integrated Report, highlighting key financial information to facilitate easy reference for shareholders.

During the financial year under review, 40 events were organised with the analysts and fund managers to keep them informed on SunCon's updates. Details of the investor relations activities undertaken by the Group during the financial year under review are set out in the Corporate Governance Overview Statement under "IR" section in the IAR 2024.

The Group's website also has a section dedicated to the shareholders and investor relations which provide detailed information on the Group's businesses and latest developments. Any enquiries on investor related matters can be redirected to the email address of [irsuncongroup@sunway.com.my](mailto:irsuncongroup@sunway.com.my) directly or may also be conveyed to the following persons:

1. Ms Crystal Teh  
Head of Investor Relations

	Tel: (603) 5639 8864	
	2. Ms Angelynn Low Senior Finance Manager Tel: (603) 5639 9684	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

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

**Practice 12.2**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>As part of the Group’s efforts to improve quality information and communication between the Company and its stakeholders, the Company has adopted integrated reporting in its Annual Report since 2018.</p> <p>The IAR enables the Company to create a clearer and concise report which would encompass details that can be tailored to meet the needs of different group of stakeholders of the Company.</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 13.1**

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 Company had served more than 28 days' notice for its 10<sup>th</sup> AGM which was held on 20 June 2024.</p> <p>The notice period given was well in advance of the 21-day requirements under the CA 2016 and the Listing Requirements of Bursa Securities. The additional time given allowed the shareholders to have sufficient time to make an informed decision in exercising their voting rights.</p> <p>Administrative Notes comprised useful information regarding the conduct of the 10<sup>th</sup> AGM by way of live streaming and online remote voting, shareholders' entitlement to participate in the virtual meetings, their right to appoint proxy, etc, were given to the shareholders and proxies.</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>	:	Departure
<b>Explanation on application of the practice</b>	:	
<b>Explanation for departure</b>	:	<p>Dato' Ir Goh Chye Koon, the Independent Non-Executive Chairman was absent from the EGM held on 23 December as he was overseas due to unavoidable overseas commitment.</p> <p>Dato' Siow Kim Lun chaired the EGM in the absence of Dato' Ir Goh Chye Koon.</p> <p>Most of the Directors of the Company (<i>except Dato' Ir Goh Chye Koon</i>) had attended the EGM. The Chair of the AC, RMC as well as NRC were present to respond to any questions addressed to them.</p> <p>In respect of the AGM, all the Directors of the Company attended the 10<sup>th</sup> AGM which held virtually on 20 June 2024 to response to questions addressed to them.</p> <p>At the 10th AGM, the GMD gave an overview on the financial performance of the Group, its achievements for the financial year ended 31 December 2023, highlights of the on-going projects as well as the Group's prospects for year 2024 to the shareholders via a video presentation.</p> <p>The shareholders were invited to submit their questions online. The Directors, including the GMD, management and External Auditors presented at the Broadcast Venue during the 10<sup>th</sup> AGM to respond to shareholders' online questions and comments. The Minutes of the 10th AGM was uploaded onto the Company's website within 30 business days from the date of the meeting.</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>	:	<p>Dato' Ir Goh Chye Koon was unable to chair the EGM due to earlier overseas commitment. Dato' Siow Kim Lun took the chair at the aforesaid meeting.</p> <p>The principal adviser and the solicitors of the ESOS were also present at the Broadcast Venue to address any questions from the shareholders.</p>

<b>Timeframe</b>	:	Others	The Company will adhere to this practice, whenever circumstances allow.
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### Intended Outcome

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

### Practice 13.3

Listed companies should leverage technology to facilitate–

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Company has started electronic voting instead of voting by show of hands since its 3<sup>rd</sup> AGM in 2017. Starting in 2020, the Company had conducted its general meetings virtually, utilizing live streaming and remote online voting mechanisms. The virtual meetings had enabled shareholders, proxies and corporate representatives to participate in the general meetings of the Company remotely from wherever they are. If a shareholder is not able to participate in the general meetings due to any reason, he or she could appoint a proxy to participate remotely and vote online on his or her behalf.</p> <p>The 10<sup>th</sup> AGM of the Company was also conducted virtually through live streaming and online remote voting using Digital Ballot Form (“DBF”) provided by the Poll Administrator, Mega Corporate.</p> <p>All resolutions set out in the notice of the 10<sup>th</sup> AGM were voted by poll in accordance with Paragraph 8.29A of the Listing Requirements of the Bursa Securities. The Company had appointed Mega Corporate as its Poll Administrator to conduct the online polling process and Cygnus Technology Solutions Sdn Bhd as its independent scrutineer.</p> <p>For shareholders or proxies wishing to participate in the virtual AGM, they were required to register themselves via the link at <a href="https://vps.megacorp.com.my/YudAPW">https://vps.megacorp.com.my/YudAPW</a>. Detailed registration procedures have been provided to shareholders in the Company’s Administrative Notes for shareholders intending to register to participate, speak and vote remotely at the virtual 10<sup>th</sup> AGM. Shareholders or proxies were notified via email that his or her registration for the remote participation had been approved. A presentation slide on how to access and vote using the DBF was played during the commencement of the 10<sup>th</sup> AGM.</p> <p>Shareholders and proxies were allowed to vote online at the beginning of the 10<sup>th</sup> AGM upon announcement by the Chairman. The calculation of the online polling results was conducted upon completion of the deliberation of all resolutions tabled at the 10<sup>th</sup> AGM. Prior to the</p>

	<p>closure of the voting window, shareholders and proxies were given another five (5) minutes to cast their vote.</p> <p>Once the voting calculation was completed, the results for each resolution was displayed on the screen for viewing by the participants. Upon verification of the voting results by the Scrutineers, the poll results detailing the number of votes casted for and against each resolution were confirmed and signed by the Chairman and the Scrutineers. The Chairman then declared all the resolutions carried based on the results shown on the screen. The voting details for each resolution were then announced to Bursa Securities via Bursa LINK after 5.00 pm on the same day.</p> <p>The Board is committed to ensuring proper and adequate protection of personal data of the shareholders within its control in compliance with the Personal Data Protection Act 2010.</p> <p>As part of the Sunway Group, the Group’s information security system has been placed under the purview of Sunway’s Information Technology Shared Services Centred (“ITSSC”). ITSSC adheres to the ISO27001:2013 international standard which focuses on Information Security Management System, a framework of policy and procedures that include all legal, physical and technical controls involved in an organisation’s information risk management processes. In addition to that, Sunway Group’s Data Governance Framework, Policies and Procedures which outline how businesses within Sunway Group should manage the availability, usability, integrity, sharing and security of data have been established to ensure that there is consistency in the way data is handled within Sunway Group as well as to reduce the risk of data misuse.</p> <p>The Group manages cybersecurity challenges through a stringent series of codes, policies and security controls. Shareholders’ data is protected from intrusions and unauthorised access and the Group’s employees are subjected to the strictest standards of privacy and confidentiality. The Group has also sent out informative emails to employees throughout the financial period under review to continuously create awareness on data governance and cyber security and protect them from being victims of fraudulent practices.</p> <p>The same practice was followed during the EGM, and a new link was provided for registration to participate in the virtual EGM.</p>
<p><b>Explanation for departure</b></p>	<p>:</p>
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	

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

### Intended Outcome

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>	: All shareholders were invited to submit their questions to the Board prior to the 10 <sup>th</sup> AGM and EGM by emailing one of the following email addresses: i) <a href="mailto:irsuncongroup@sunway.com.my">irsuncongroup@sunway.com.my</a> ; or ii) <a href="mailto:AGM-support.SunCon@megacorp.com.my">AGM-support.SunCon@megacorp.com.my</a> .  Upon the commencement of the 10 <sup>th</sup> AGM and EGM, the Chairman invited the shareholders to submit their questions online using the Questions' Pane facility via the live-streaming solution.  At the 10 <sup>th</sup> AGM, the GMD also gave a video presentation on the Group's financial performance and achievements made for the financial year ended 31 December 2023 as well as the prospects for each business segments and the new business the Group would be embarking on.  The Chairman provided sufficient time for the Q&A session during the 10 <sup>th</sup> AGM and EGM. All questions were addressed and displayed live for all meeting participants via the Virtual Meeting Platform during the meetings.  The Q&A session was included in the minutes of the 10 <sup>th</sup> AGM and EGM and published on the Company's website.
<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.

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.</i>	
<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	: <p>The 10<sup>th</sup> AGM and EGM were conducted virtually through live streaming and online remote voting.</p> <p>The shareholders were invited to submit their questions prior to the 10<sup>th</sup> AGM and EGM by emailing to <a href="mailto:irsuncongroup@sunway.com.my">irsuncongroup@sunway.com.my</a> or <a href="mailto:AGM-support.SunCon@megacorp.com.my">AGM-support.SunCon@megacorp.com.my</a>.</p> <p>At the 10<sup>th</sup> AGM and EGM, the Chairman introduced the members of the Board and Management to the shareholders prior to the commencement of the 10<sup>th</sup> AGM and EGM. In addition, the Chairman also invited the shareholders to submit their questions online in real time using the Questions' Pane facility via the live-streaming solution. All questions were read out by the GMD during the 10<sup>th</sup> AGM and by the principal adviser during the EGM.</p> <p>The Board and Management dealt with the questions raised by shareholders during the 10<sup>th</sup> AGM and EGM immediately upon completion of the tabling of the last resolution. All the questions raised by the shareholders during the 10<sup>th</sup> AGM and EGM were duly addressed by the GMD or the principal adviser, as applicable. Subsequently, following the computation, and verification of the poll results by the independent scrutineer, the voting results of all votes cast in respect of each resolution of the 10<sup>th</sup> AGM and EGM were displayed on the screen for shareholders' information.</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**

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 10 <sup>th</sup> AGM and EGM detailing the proceedings, were uploaded to the Company's website at <a href="https://www.sunwayconstruction.com.my/investor-relations/">https://www.sunwayconstruction.com.my/investor-relations/</a> under "AGM" and "EGM" section respectively, for the information of all shareholders within 30 business days from the respective dates of the 10 <sup>th</sup> AGM and EGM.
<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.*

