

# CORPORATE GOVERNANCE REPORT

**STOCK CODE** : 3379  
**COMPANY NAME** : INSAS BERHAD  
**FINANCIAL YEAR** : June 30, 2025

## OUTLINE:

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

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

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

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

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

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

### Intended Outcome

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

### Practice 1.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board of Directors ("the Board") of Insas Berhad ("Insas" or the "Company") is committed to exhibit high standards of corporate governance and fulfil its role as stewards of the Company and its subsidiaries (collectively known as the "Group") and the Board is dedicated to discharge its duties and responsibilities with due care and diligence. The Board has the overall responsibilities and strategies for promoting the sustainable growth and financial soundness of the Group.</p> <p>The roles and responsibilities of the Board are set out in the Board Charter whereas the Board Committees' roles and responsibilities which had been delegated by the Board are set out in each respective Board Committees' Terms of Reference ("TOR").</p> <p>The Board, the management and the employees of Insas Group are committed to adhere to the Code of Conduct &amp; Ethics, which is further articulated in Practice 3.1.</p> <p>The Board Charter, Code of Conduct &amp; Ethics, Anti-Corruption and Anti-Bribery Policy and the TORs of the Board Committees are available on the Company's website at <a href="http://www.insas.net">www.insas.net</a>.</p>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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**Intended Outcome**

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

**Practice 1.2**

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 role of the Chairperson of the Board is set out in the Board Charter.</p> <p>The Chairperson engages with the Board members to ensure that the Board can perform its responsibilities effectively. In addition, the Chairperson is responsible for the orderly conduct and function of the Board and provides a balance to the influence of the Chief Executive Officer ("CEO") and Executive Director of the Company and encouraging active participation and allowing dissenting views to be freely expressed during Board deliberations.</p> <p>The Chairperson also leads the Board in monitoring corporate governance practices and tracking of corporate governance compliance with the Malaysian Code on Corporate Governance 2021 ("MCCG").</p> <p>The Board is satisfied with the Chairperson's performance during FY 2025 whereby the findings of the annual Board evaluation conducted for the financial year ended 30 June 2025 affirmed the Chairperson's effective leadership in managing boardroom dynamics that encouraged participation amongst Directors and ensuring there was continued focus on addressing critical 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

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

### Practice 1.3

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The positions of the Chairperson and CEO are held by two different individuals to ensure that there is a balance of power and authority.</p> <p>The Board of Directors is chaired by Y.A.M. Tengku Puteri Seri Kemala Tengku Dato' Sri Setia Hajjah Aishah Binti Almarhum Sultan Haji Ahmad Shah Al-Musta'in Billah, DK., SAAS., SSAP., SIMP., whilst the position of CEO is helmed by Dato' Wong Gian Kui who also serves as an Executive Director of the Company.</p> <p>The Board Charter of Insas Berhad provides that the Chairperson must be a Non-Executive Director. The role of Chairperson is distinguished from that of the CEO's roles with clear division of responsibilities as outlined in the Board Charter which is available on the Company's website at <a href="http://www.insas.net">www.insas.net</a>.</p> <p>The Chairperson is primarily responsible to provide leadership at Board level and represents the Board to the shareholders.</p> <p>The CEO provides executive leadership and has overall responsibility for the operational activities of the Group and implementation of the Board's policies, strategies and decisions.</p> <p>In managing the business affairs, the CEO is assisted by the senior management of Insas Berhad.</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>	: <p>The Chairperson of the Board is not a member of the Audit Committee or Nomination and Remuneration Committee.</p> <p>The Chairperson did not attend any meeting of these Board Committees as an invitee during the financial year under review.</p> <p>Additionally, the Chairperson of the Board also ensures that the Board Committees' meetings are conducted separately from the Board meetings to enable objective and independent discussion during the meetings.</p>
<b>Explanation for departure</b>	:  
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b>	:  
<b>Timeframe</b>	:  

### Intended Outcome

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

### Practice 1.5

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>In discharging the Board's duties and oversight function, the Directors have unrestricted access to the services of the Company Secretaries. The office of the Company Secretaries is jointly held by Ms Chow Yuet Kuen (MAICSA 7010284) and Ms Lau Fong Siew (MAICSA 7045893).</p> <p>Both Company Secretaries are members of the Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA") and are qualified and possess the required experience to act as Company Secretaries under Section 235(2)(a) of the Companies Act 2016.</p> <p>The roles and responsibilities of the Company Secretaries include:</p> <ul style="list-style-type: none"><li>a) Advise on implications of any changes therein to the Company and Directors in relation to their duties and responsibilities;</li><li>b) Attend Board and Board Committees meetings and ensure that meetings are properly convened, and that accurate and proper records of the proceedings and resolutions passed are taken and maintained accordingly; and</li><li>c) Advise the Board on any corporate announcements released to Bursa Malaysia Securities Berhad, impending restriction in dealing with the securities of the Company prior to the announcements of financial results and corporate proposals and new statutory and relevant regulatory requirements, guidelines or directives issued by Bursa Malaysia Securities Berhad, the Securities Commission and other relevant regulatory authorities.</li></ul>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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### Intended Outcome

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

### Practice 1.6

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 Board recognises the importance of information supply in promoting informed Board discussions and deliberations. The Chairman, together with the senior management and the Company Secretaries, are responsible for ensuring Directors receive adequate and timely information prior to the Board and Board Committee meetings.</p> <p>An agenda and board reports containing information relevant to the business for consideration at the Board and Board Committees meetings are circulated timely to enable the Directors obtain information and explanation to enable them to discharge their duties and responsibilities competently and in a well-informed manner.</p> <p>The proceedings and deliberations of the Board and Board Committees' meetings are duly recorded in the minutes and all minutes are signed by the Chairman of the meeting in compliance with the Companies Act 2016. The minutes of the meetings capture the key deliberations and conclusions of issues discussed in the meetings, which are communicated to the management in a timely manner to ensure proper execution where needed. The signed minutes are properly filed and kept in the minutes book.</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 Company's Board Charter is subject to review from time to time to ensure the Company remains at the forefront of corporate governance best practices.</p> <p>The roles and responsibilities of the Board, the Chairperson, the Chief Executive Officer and individual Directors and the formal schedule of matters reserved for the Board are set out in the Board Charter.</p> <p>The Board Charter is made available on the Company's website at <a href="http://www.insas.net">www.insas.net</a>.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

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

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

**Practice 3.1**

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

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Board strives to instil ethical values and conduct across every level in the Group. In this regard, the Board has in place the Code of Conduct &amp; Ethics which subject the Board, the management and employees of the Group to a set of values and standard of conduct that is expected of them.</p> <p>The Code of Conduct &amp; Ethics ("Code") of the Company provides clear direction on conducting business, guidance on disclosure of conflicts of interest situations, maintaining confidentiality and disclosure of information, good practices and internal control and a duty to report when there is a breach against the Code.</p> <p>The Code is applicable to all Directors and employees (including full time, probationary, contract and temporary staff) of the Group. The Code is made available on the Company's website at <a href="http://www.insas.net">www.insas.net</a>.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

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

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

**Practice 3.2**

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Whistleblowing Policy of Insas Berhad is adopted and implemented to:</p> <ul style="list-style-type: none"> <li>a) Provide an avenue for all employees and third parties to disclose any improper conduct or any action that is or could be harmful to the reputation of the Group and/or compromise the interest of our stakeholders;</li> <li>b) Provide proper internal reporting channel to make a disclosure of any improper or unlawful conduct in accordance with the procedures as provided for under this Policy;</li> <li>c) Address a disclosure in an appropriate and timely manner;</li> <li>d) Provide protection for the whistleblower from reprisal as a direct consequence of making a disclosure and to safeguard such person’s confidentiality; and</li> <li>e) Treat both the whistleblower and the alleged wrongdoer fairly.</li> </ul> <p>The Board, together with the senior management, review the Whistleblowing Policy periodically to ensure the policy is kept contemporaneous. The Whistleblowing Policy was last reviewed and updated on 27 August 2024.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

**Practice 4.1**

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>One of the principal responsibilities of the Board is to set, approve and review the Group’s sustainability strategies, priorities, targets and issues relevant to the Group and the Group’s businesses.</p> <p>The Board is supported by the Sustainability Development Working Committee (“SDWC”) in materiality assessment, identification and monitoring of sustainability initiatives and executions and reporting on the Group’s economic, environmental, social and governance (“EESG”) sustainability performance. The SDWC comprises of Executive Directors, senior management personnel of the respective operating companies and the Human Resources departments.</p> <p>The materiality assessment matrix of the Group for the financial year ended 30 June 2025 was reviewed and updated, after taking into account the collective findings from the evaluation of the Group’s material sustainability matters.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

**Practice 4.2**

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 Sustainability Statement in Insas Berhad Annual Report 2025 aims to communicate the Group’s sustainability strategies, priorities and targets to its internal and external stakeholders.</p> <p>The Sustainability Statement is prepared in accordance with the requirements of the Sustainability Reporting Guide (3<sup>rd</sup> edition, 2022) issued by Bursa Malaysia Securities Berhad and the framework and guidance provided by the Global Reporting Initiative (“GRI”) Standards.</p> <p>The Group has progressively enhanced its sustainability reporting and disclosure processes, and moving forward, the Group endeavours to expand the coverage of the Sustainability Statement to provide more in-depth insights of its sustainability management to its stakeholders. The Group welcomes the valuable feedback and support of all our stakeholders and look forward to continuously strive towards a more sustainable future through the designated email address <a href="mailto:enquiry@insas.com.my">enquiry@insas.com.my</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

**Practice 4.3**

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>Insas Berhad has a Sustainability Development Working Committee (“SDWC”) comprises Executive Directors and senior management personnel of the respective operating companies and the Human Resources departments. The SDWC provide periodic insights on how sustainability matters have been integrated in the Group’s day-to-day operations and reports to the Chief Executive Officer (“CEO”) of the Company. The CEO reviews sustainability matters with the SDWC and reports to the Board on sustainability matters.</p> <p>The Group will invest in the training and development of the Board, members of SDWC and employees to enhance their understanding on sustainability matters relevant to the Group and its businesses, through the Nomination and Remuneration Committee, whose role include to evaluate the training needs and the appropriate training programmes for each financial year to aid the Board in the discharge of their duties.</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 Nomination and Remuneration Committee is responsible for the Board Effectiveness Evaluation (“BEE”) exercise, which is to be carried out annually, covering the Board, Board Committees and individual Directors, including Independent Directors.</p> <p>The BEE for the financial year 2025 was conducted internally and facilitated by the Company Secretaries. The BEE was conducted using questionnaires that were administered by the Company Secretaries which employ a self-rating assessment model which includes review of the Board’s performance in addressing the Company’s and the Group’s material sustainability risks and opportunities.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

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

**Practice 4.5- Step Up**

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

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

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

**Intended Outcome**

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

**Practice 5.1**

The Nomination Committee should ensure that the composition of the board is refreshed periodically. The tenure of each director should be reviewed by the Nomination Committee and annual re-election of a director should be contingent on satisfactory evaluation of the director's performance and contribution to the board.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Nomination and Remuneration Committee ("NRC") conducted annual review on the Board composition which focused on appropriate mix of skills, qualifications and experience to discharge the Board's role and responsibilities effectively based on the Group's nature of businesses.</p> <p>On an annual basis, the NRC had reviewed the term of office and performance of each director and is satisfied that the Board composition had fulfilled the criteria required and the Board and Board Committees possess a right blend of knowledge, experience and mix of skills required to enable them to carry out their roles and responsibilities effectively.</p> <p>The NRC had recommended to the Board to endorse the re-elections of Dato' Mohamad Azmi Bin Ali and Datuk Mohamed Arsad Bin Sehan at the 63<sup>rd</sup> Annual General Meeting scheduled to be held on 28 November 2025. These two Directors have met the fit and proper criteria for re-appointment in terms of character, experience, integrity, competence and time to effectively discharge their roles as Directors of the Company.</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 5.2**

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

<b>Application</b>	:	Departure	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:	<p>As at 30 June 2025, the Board is comprised of six (6) members, two (2) of whom are Executive Directors including the CEO, two (2) are Independent Directors and two (2) are Non-Independent Non-Executive Directors.</p> <p>The Company is in compliance with Paragraph 15.02 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad whereby at least two (2) directors or one-third (1/3) of the Board, whichever is the higher, are independent directors.</p>	
		<p>The Board is mindful of the recommendation of the MCCG that at least half of the Board comprises Independent Directors and intends to seek suitably qualified person to be appointed as independent directors.</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>	:	The Board will continuously identify suitably qualified candidates that can reinforce the independence of the Board and contribute to the effective governance of the Group to be appointed on Board to fulfil the recommendations of MCCG.	
<b>Timeframe</b>	:	Within 2 years	

**Intended Outcome**

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

**Practice 5.3**

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

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	All the Independent Directors currently serving on the Board have not reached their 9-years term.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

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

**Practice 5.4 - Step Up**

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

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

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

### Intended Outcome

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

### Practice 5.5

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board acknowledges the importance of diversity in terms of skills, experience, age, gender, cultural background and ethnicity and recognises the benefits of diversity at leadership and employee level. Having a range of diversity dimension brings different perspectives to the boardroom and to various levels of management within the Group.</p> <p>The Nomination and Remuneration Committee is responsible to lead the process for the nomination of new Board appointments and making the necessary recommendations. In this respect, the role of the Nomination and Remuneration Committee is detailed in its Terms of Reference, which is accessible for reference on the Company's website at <a href="http://www.insas.net">www.insas.net</a>.</p> <p>In making recommendations to the Board, the Nomination and Remuneration Committee considers and assesses the suitability of a new appointment based on objective criteria, including:</p> <ul style="list-style-type: none"><li>• Character and integrity;</li><li>• Qualification, required competencies, skills, expertise and relevant experience;</li><li>• Specialist knowledge or technical skills;</li><li>• Time commitment to the Group.</li></ul>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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**Intended Outcome**

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>	:	The Nomination and Remuneration Committee is responsible for recommending suitable candidates for directorship to the Board. In identifying candidates for appointment as Directors, the Nomination and Remuneration Committee relies on varied sources from recommendations by existing Board members, management or major shareholders as well as independent external referrals and search firms.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

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

**Practice 5.7**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The profiles of Dato’ Mohamad Azmi Bin Ali and Datuk Mohamed Arsad Bin Sehan who are due for re-election at the 63<sup>rd</sup> Annual General Meeting of the Company scheduled to be held on 28 November 2025, are disclosed in the Profile of Directors in the Annual Report 2025. These include their age, date of appointment to the Board, directorships in other public listed companies, working experience and any conflict of interest, whilst their interest in the securities of the Company are disclosed in the Statement of Directors’ Interest in the Annual Report 2025.</p> <p>A statement to support the re-appointment of the aforesaid Directors had been included in the Statement Accompanying Notice of the 63<sup>rd</sup> AGM.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

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

**Practice 5.8**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Nomination and Remuneration Committee (“NRC”) is chaired by Datuk Mohamed Arsad Bin Sehan, an Independent Director.</p> <p>The Board is cognisant that the Chairman of the NRC must be an Independent Director, as iterated in the NRC’s Terms of Reference. An Independent and impartial Chairman is essential to the process of objective screening, evaluation and recommendation of potential Directors to the Board. The objectivity of the Chairman ensures that nominations are made based on merit and suitability.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

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

**Practice 5.9**

The board comprises at least 30% women directors.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>There are currently two (2) female Directors on the Board of the Company, which accounts for more than 30% of the Board members as recommended by the MCCG.</p> <p>The Nomination and Remuneration Committee believes in providing equal opportunities to both genders based on merit against objective criteria with due regards to the individual's qualification, working experience, independence and good judgement to complement the Board's skillset to ensure the Board is able to discharge its role and responsibilities effectively in the best interest of the Company and its shareholders.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

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 is committed to ensure the appointments made to the Board and senior management are based on objective criteria and merit, and without discrimination on gender, age or cultural background. The Board recognises the importance of diversity in terms of a broad range of skills, competence, experience, background and gender to ensure its effectiveness towards the long-term success of the Group.</p> <p>This is disclosed in the Corporate Governance Overview Statement and Sustainability Statement in the Company's Annual Report 2025.</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>	: The Nomination and Remuneration Committee is responsible for the Board Effectiveness Evaluation (“BEE”) exercise, which is to be carried out annually, covering the Board, Board Committees and individual Directors, including Independent Directors.  The BEE for the financial year 2025 was conducted internally and facilitated by the Company Secretaries. The BEE was conducted using questionnaires that were administered by the Company Secretaries which employ a self-rating assessment model.  The Nomination and Remuneration Committee, upon conclusion of the BEE exercise, was satisfied that the composition of the Board and Board Committee had fulfilled the criteria required and possess a right blend of knowledge, experience and the appropriate mix of skills. In addition, there was mutual respect amongst individual Directors which contributed to a healthy environment for constructive deliberation and robust decision-making process. The Independent Directors were assessed to be objective in exercising their judgement.
<b>Explanation for departure</b>	:  
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b>	:  

<b>Timeframe</b>	:		
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### Intended Outcome

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

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

### Practice 7.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has adopted a formal and transparent Remuneration Policies and Procedures ("RPP") whose objectives is to attract and retain Directors. The RPP shall adhere to the following key principles:</p> <ul style="list-style-type: none"><li>• The remuneration packages are linked to performance, service seniority, experience and scope of responsibilities and industry market rate;</li><li>• Remuneration and incentives for Independent Directors should not conflict with their obligation to bring objectivity and independent judgement on matters discussed at Board and Board Committees meetings; and</li><li>• Provide an appropriate level of transparency which shareholders would understand.</li></ul> <p>The Nomination and Remuneration Committee assists the Board in implementing the Company's remuneration practices with the aims of attracting, motivating and retaining high calibre Executive Directors and Non-Executive Directors to deliver value for shareholders.</p> <p>The Board will review the RPP periodically to ensure that it continues to remain relevant and that the Directors are paid fairly and in line with market and industry norms.</p> <p>The RPP is made available on the Company's website at <a href="http://www.insas.net">www.insas.net</a></p>
<b>Explanation for departure</b>	:	

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

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

**Intended Outcome**

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 Nomination and Remuneration Committee is responsible to ensure that the members of the Board are fairly rewarded for their individual contributions to the Company's and the Group's overall performance and the levels of remuneration should be sufficient to attract and retain talents to run the Company and the Group successfully.</p> <p>In this respect, the role and responsibilities of the Nomination and Remuneration Committee is detailed in its Terms of Reference, which is accessible for reference on the Company's website at <a href="http://www.insas.net">www.insas.net</a>.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

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 Nomination and Remuneration Committee aims to set remuneration at levels which is sufficient to attract and retain the Directors needed to run the Group successfully, taking into consideration the function, workload and responsibilities involved, after giving due consideration to the compensation levels for comparable positions among other listed issuers. The remuneration of the Independent Non-Executive Directors is approved by the shareholders at the Annual General Meeting of the Company.</p> <p>The detailed disclosure on named basis for the remuneration of the Directors of the Company for the financial year ended 30 June 2025 is as follows:</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	Y.A.M. Tengku Puteri Seri Kemala Tengku Dato' Sri Setia Hajjah Aishah Binti Almarhum Sultan Haji Ahmad Shah Al-Musta'in Billah, DK., SAAS., SSAP., SIMP.	Non-Executive Non-Independent Director	78	3	-	-	25	-	106	150	48	-	-	25	-	223
2	Dato' Wong Gian Kui	Executive Director	-	-	420	-	16	50	486	-	189	420	841	16	210	1,676
3	Dato' Dr. Tan Seng Chuan	Executive Director	-	-	-	-	-	-	-	-	6	692	1,135	24	310	2,167
4	Ms. Soon Li Yen	Non-Executive Non-Independent Director	-	-	-	-	-	-	-	-	154	446	216	-	79	895
5	Dato' Mohamad Azmi Bin Ali	Independent Director	66	7	-	-	-	-	73	138	24	-	-	-	-	162
6	Datuk Mohamed Arsad Bin Sehan	Independent Director	60	7	-	-	-	-	67	60	7	-	-	-	-	67
7	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
8	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
9	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
14	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
15	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

### Intended Outcome

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

### Practice 8.2

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

<b>Application</b>	:	Departure	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:	The Board acknowledges that disclosure of remuneration of the senior management on a named basis provides transparency and enable the stakeholders to assess whether the remuneration commensurate with their individual performance, taking into consideration of the Company's and the Group's performances. However, the Board also views that such disclosure may yield unintended outcome among the employees. For this reason, the Board has not adopted disclosure of such employees' remuneration.	
		The Board will ensure that the remuneration of the senior management of the Company and the Group commensurate with their level of duties and responsibilities and against the Company's and the Group's performance.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:	The Board will ensure that the remuneration of senior management commensurate with the performance of the Company and the Group, with due consideration given to ensure the remuneration is fair and justifiable for the responsibilities and workload undertaken and performance yield by the senior management to lead and run the Group successfully.  For FY 2025, the remuneration of the Group's key management personnel is disclosed in Note 49(d) to the audited financial statements in the Annual Report 2025.	
<b>Timeframe</b>	:	Others	This will be reviewed on an annual basis towards the application of Practice 8.2

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

**Intended Outcome**

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

**Practice 8.3 - Step Up**

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

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

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

**Intended Outcome**

There is an effective and independent Audit Committee.

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

**Practice 9.1**

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Audit Committee is chaired by Dato' Mohamad Azmi Bin Ali, an Independent Non-Executive Director, who is not the Chairman of the Board.</p> <p>The Chairperson of the Board is Y.A.M. Tengku Puteri Seri Kemala Tengku Dato' Sri Setia Hajjah Aishah Binti Almarhum Sultan Haji Ahmad Shah Al-Musta'in Billah, DK., SAAS., SSAP., SIMP..</p> <p>As such, the Chairman of the Audit Committee is distinct from the Chairman of the Board and by having the two Chairperson's position helmed by different individuals allows the Board to objectively review the Audit Committee's findings and recommendations.</p> <p>Dato' Mohamad Azmi Bin Ali is a member of CPA (Australia) and Malaysian Institute of Accountants and he possesses adequate financial understanding suitable to helm the position of Chairman of the Audit Committee and to lead discussions and deliberations under the Audit Committee.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

There is an effective and independent Audit Committee.

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

**Practice 9.2**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	None of the members of the Audit Committee is a former key audit partner of the Company's external auditors.  The Terms of Reference of the Audit Committee states the requirement that a former key audit partner of the Company's external auditors must observe a cooling-off period of at least three years before he can be considered for appointment as a member of the Audit Committee, in line with the MCCG.	
<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 Audit Committee is responsible for assessing the capabilities and independence of the external auditors and to make subsequent recommendations to the Board on the appointment, re-appointment or termination of the external auditors on an annual basis.</p> <p>The Board has in place an External Auditor Assessment Policy for use and reference by the Audit Committee to review the external auditor's performance, suitability and independence based on the following areas:-</p> <ul style="list-style-type: none"> <li>• Communication with the management;</li> <li>• Independence, objectivity and professionalism;</li> <li>• Adequacy of resources; and</li> <li>• Quality of work and service.</li> </ul> <p>The Audit Committee had monitored and reviewed the performance and independence of Grant Thornton Malaysia PLT and is satisfied that the external auditor has been independent throughout the conduct of the audit process and that the audit services rendered have met the quality expected by the Audit Committee. The Audit Committee has made its recommendation to the Board on the re-appointment of Grant Thornton Malaysia PLT as the external auditor of the Company for the ensuing year which is subject to shareholders' approval at the forthcoming 63<sup>rd</sup> Annual General Meeting of the Company scheduled to be held on 28 November 2025.</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>	:		
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**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>	:	Not Adopted
<b>Explanation on adoption of the practice</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 9.5**

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The members of the Audit Committee collectively have the necessary skills and knowledge to meet their responsibilities and to discharge their duties. Both Dato' Mohamad Azmi Bin Ali (the Chairman of the Audit Committee) and Ms. Soon Li Yen (member of the Audit Committee) are qualified accountants and are members of the Malaysian Institute of Accountants.</p> <p>The annual review of the composition and performance of the Audit Committee, including members' tenure, accountability and effectiveness were duly assessed via the annual assessment carried out by the Nomination and Remuneration Committee.</p> <p>All Directors including members of the Audit Committee, are encouraged to attend training programmes to update themselves on new developments in the industry as well as new rules and regulations and changes in laws and regulatory requirements.</p> <p>The seminars, conferences and training programmes attended by the Board and members of the Audit Committee during the financial year ended 30 June 2025 are disclosed in the Corporate Governance Overview Statement in the Annual Report 2025.</p>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		

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

**Intended Outcome**

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

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

**Practice 10.1**

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board affirms its overall responsibility for the Group's risk management and system of internal control and to oversee the establishment of appropriate control environment as well as review the adequacy, effectiveness and integrity of the Group's internal control, risk management practices and management information system.</p> <p>The Group's system of internal control involves all management and employees of the Group from all businesses as well as functional units. The Board is responsible for determining key strategies and policies for significant risks and control issues, whilst the management team and functional key employees of the Group's operating units are responsible to implement the Board's policies effectively by designing, executing, monitoring and managing the risk management and internal control processes.</p> <p>The Board is also assisted by the Sustainability and Risk Management Committee in overseeing the Group's risk management framework and policies as well as to oversee the processes used to identify, evaluate and manage risk and make recommendations to the Board, including recommendation of the Group's risk appetite.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

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

**Practice 10.2**

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Risk management in the Group involves an on-going process for identifying, evaluating and managing significant risks faced by the businesses in the Group. The risk management process involves all businesses and functional units of the Group in identifying the significant risk affecting the achievement of business objectives and effectiveness of controls in place to manage them.</p> <p>The senior management and the Chief Executive Officer uphold the role to assess the key risks inherent in the businesses and the system of internal control that are in place to manage these risks, on behalf of the Board. The Group Internal Audit function provides further independent assurance on the adequacy and effectiveness of the risk management and system of internal control and all significant exceptional reporting on the risk management and system of internal control processes are brought to the attention of the Board through the Audit Committee and Sustainability and Risk Management Committee.</p> <p>Further details on the management and reporting of risks as well as the internal controls in place to mitigate and manage those risks are provided under the Statement on Risk Management and Internal Control in the Annual Report 2025.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

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

**Practice 10.3 - Step Up**

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

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	The Company's Sustainability and Risk Management Committee consists of a majority of Independent Directors and is chaired by an Executive Director with the objective to:  a) oversee the Group's risk management framework and policies; b) assist the Board to approve and oversee the processes used to identify, evaluate and manage risk; and c) make recommendations to the Board on the Group's risk appetite.

**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 Audit Committee obtains reasonable assurance on the effectiveness of the system of internal control via the Group Internal Audit (“GIA”) function, who is responsible for the regular review and appraisal of the effectiveness of the risk management, system of internal control and governance processes within the Group.</p> <p>The GIA function is performed by the in-house internal audit department set up in the financial year ended 30 June 2009.</p> <p>During the financial year ended 30 June 2025, the Audit Committee reviewed the Annual Audit Plan for Year 2025, the revised Group Internal Audit Policies &amp; Procedures, the internal audit reports as well as audit findings and recommendations by the GIA to improve weaknesses and/or non-compliance and the management’s responses thereto. The Audit Committee also reviewed on an ongoing basis, the adequacy of resources and the competencies of the staff within the GIA function to ensure the GIA function has the capabilities to carry out the audit scope and audit programs in execution of the Audit Plan approved by the Audit Committee.</p>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 11.2

The board should disclose–

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Group Internal Audit (“GIA”) function is performed in-house and undertaken by the GIA Department. The GIA Department is led by the GIA Manager, Mr. Desmond Chew, who is an associate member of the Institute of Internal Auditors Malaysia. He has 10 years of experience in internal control systems for the local commercial banking industry and another 10 years of working experience in internal auditing and compliance checks for retail operations in Malaysia, Singapore and Hong Kong.</p> <p>The GIA Manager and three (3) of his staff have no relationship or conflict of interest with the Group which could impair their objectivity and independence.</p> <p>The GIA function reports directly to the Audit Committee, whose authority is sufficient to ensure a broad range of audit coverage and adequate consideration of effective action on internal audit findings and recommendations. The GIA aims to provide the Audit Committee with independent and objective advices on the effectiveness of the system of internal control within the Group’s businesses and operations. The Annual Audit Plan, established primarily on a risk-based approach, is reviewed and approved by the Audit Committee on an annual basis.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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### Intended Outcome

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

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

### Practice 12.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board recognises the importance of maintaining effective communication with shareholders, stakeholders and the public on all material business matters affecting the Company and the Group. In addition to the announcements on the quarterly results and other corporate news, announcements for public dissemination are made periodically to capture any significant corporate events that would be of interest to investors and members of the public. The Board places emphasis on timely and equitable dissemination of information to the shareholders and investors to keep them informed of the Company's and the Group's performance, corporate strategy and major developments.</p> <p>Announcements to Bursa Malaysia Securities Berhad ("Bursa Securities") on corporate proposals, quarterly results, annual reports and other public announcements are accessible to shareholders and the public through Bursa Securities' website at <a href="http://www.bursamalaysia.com">www.bursamalaysia.com</a> or the Company's website at <a href="http://www.insas.net">www.insas.net</a>.</p> <p>Shareholders are presented a review of the Group's financial performance for the financial year at the Annual General Meetings ("AGM") of the Company. The Company's AGM has always been well attended and is the principal forum for dialogue and interaction with shareholders. It has always been the practice for the Chairperson to invite the shareholders to raise any questions that they may have in relation to the Company's and the Group's activities, financial performance and prospects, to which the Board will reply to the questions raised and the shareholders' comments and suggestion will be noted by the Board for consideration.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

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

**Intended Outcome**

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

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

**Practice 12.2**

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

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

**Intended Outcome**

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

**Practice 13.1**

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Notice of the 62<sup>nd</sup> Annual General Meeting (“AGM”) of the Company convened on 29 November 2024 was published on the Company’s website and newspaper on 30 October 2024 which was more than 28 days prior to the AGM.</p> <p>The Notice of the forthcoming 63<sup>rd</sup> AGM is dated 30 October 2025, which is more than 28 days prior to the Company’s AGM to be held on 28 November 2025. It allows shareholders ample time to consider the resolutions and make informed decision in exercising their voting rights at the AGM. The Explanatory Notes to the Notice of the 63<sup>rd</sup> AGM dated 30 October 2025 had provided detailed explanations for each resolution proposed, to enable the shareholders to make informed decisions in exercising their voting rights.</p> <p>In addition to being dispatched to shareholders and announced on the website of Bursa Malaysia Securities Berhad, the Notice of the 63<sup>rd</sup> AGM was published in a nationally circulated newspaper.</p> <p>The upcoming AGM will be held physically at Dewan Berjaya, Bukit Kiara Equestrian and Country Resort, Jalan Bukit Kiara, Off Jalan Damansara, 60000 Kuala Lumpur.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

**Practice 13.2**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>All members of the Board attended the 62<sup>nd</sup> Annual General Meeting held on 29 November 2024. Members of the Board, the Board Committees, the senior management and the External Auditors were in attendance to respond to the shareholders' enquiries.</p> <p>A summary of key matters discussed at the 62<sup>nd</sup> Annual General Meetings including the Company's responses to questions raised by the Minority Shareholders Watch Group has been made available on the Company's website in accordance with paragraph 9.21(2)(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

### Practice 13.3

Listed companies should leverage technology to facilitate–

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Company had leveraged on technology to conduct its 62<sup>nd</sup> AGM held on 29 November 2024 on a fully virtual basis through live streaming and online remote voting using the remote participation and voting facilities (“RPV”) provided by Tricor Investor and Issuing House Services Sdn Bhd (“Tricor”). This enabled all shareholders and proxies, particularly individual not residing in Klang Valley, to participate vote remotely at the AGM of the Company and also submitted questions to the Board in the form of real time submission of typed texts.</p> <p>The meeting online platform, TIIH Online is hosted by Tricor. Tricor has implemented an IT policy and Information Security policy, endpoint controls, data classification for cyber hygiene practices of the staff. Stress test and penetration testing have been performed on TIIH Online to test its resiliency. To further provide assurance to the public, Tricor is ISO27001 certified. TIIH Online is hosted in a secure cloud platform and the data centre is ISO27001 certified.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 13.4

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

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i>	
<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	: Since 2020 up to 62 <sup>nd</sup> AGM in 2024, the Company's AGM had been conducted virtually. Shareholders were given the opportunity to submit questions in advance to the Board via electronic submission through Tricor Investor & Issuing House Services Sdn Bhd's TIIH Online website at <a href="https://tiih.online">https://tiih.online</a> . During the virtual AGMs, the Q&A session remained open throughout the meeting, allowing members/proxies to pose questions via the query box facility.  For the upcoming 63 <sup>rd</sup> AGM, which will be held physically, shareholders may submit questions in advance to the Board via email. During the meeting, the Chairman will encourage shareholder participation and allocate ample time for questions, enabling the Board to engage directly with shareholders.  Consistent with past practice for virtual AGMs, all questions submitted prior to the day of the AGM will be compiled, published, and addressed through a slide presentation.
<b>Explanation for departure</b>	:  
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b>	:  
<b>Timeframe</b>	:  

## Intended Outcome

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

## Practice 13.5

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The 62<sup>nd</sup> AGM of the Company on 29 November 2024, was held on a fully virtual basis.</p> <p>At the 62<sup>nd</sup> AGM, shareholders were given the opportunity to submit questions to the Board in advance via electronic submission through TIH Online website at <a href="https://tiih.online">https://tiih.online</a>.</p> <p>During the 62<sup>nd</sup> AGM, the Q&amp;A session was kept open throughout the meeting allowing members/proxies the opportunity to pose questions during the meeting via the query box facility.</p> <p>All questions submitted in advance via the query box facility were published and discussed via slides presentation during the 62<sup>nd</sup> AGM. The questions posed by shareholders/proxies during the 62<sup>nd</sup> AGM were verbally discussed and all the questions raised were made visible to all meeting participants during the AGM.</p> <p>The Board believes that a fully virtual general meeting will be more beneficial to the shareholders as this form of meeting platform will enable more shareholders to attend the meeting with convenience within the comfort of their home or workplace and is also safer and more cost effective to the shareholders.</p> <p>On 30 August 2024, Securities Commission Malaysia (“SC”) and Bursa Malaysia Berhad (“Bursa”) announced that all public listed companies must hold hybrid or physical general meeting from 1 March 2025 to ensure greater transparency, accountability and shareholder engagement.</p> <p>In compliance with the directive of SC and Bursa, the forthcoming 63<sup>rd</sup> AGM will be physically convened at Dewan Berjaya, Bukit Kiara</p>

	<p>Equestrian &amp; Country Resort, Jalan Bukit Kiara, Off Jalan Damansara, 60000 Kuala Lumpur.</p> <p>After due consideration of the cost, resources required, and the overall benefits to shareholders, the Board is of the view that convening a fully physical general meeting will be more advantageous and conducive for meaningful shareholder participation.</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**

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 Company had published the minutes of the 62 <sup>nd</sup> Annual General Meeting (“AGM”) held on 29 November 2024 and a summary of Key Matters discussed on the Company’s website within 30 business days after the AGM.  The outcome of the voting results at the 62 <sup>nd</sup> AGM was published and announced to Bursa Malaysia Securities Berhad after the meeting on 29 November 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>	:  

**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.*

Not applicable to the Group
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