

# CORPORATE GOVERNANCE REPORT

**STOCK CODE** : 0279  
**COMPANY NAME** : SYNERGY HOUSE BERHAD  
**FINANCIAL YEAR** : December 31, 2025

## OUTLINE:

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

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

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

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

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

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

### Intended Outcome

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

### Practice 1.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Group is led by a proactive Board of Directors ("Board") who acknowledges the importance of the pivotal role it plays in setting the direction, achieving the Company's objectives and to increase shareholder's value.</p> <p>The Board is guided by the Board Charter, and its responsibilities are included in the Board charter which is available on the Group's website at <a href="http://www.synergyhouseberhad.com">www.synergyhouseberhad.com</a>. The Board assumed the following key principal responsibilities amongst others in discharging its fiduciary and leadership functions:</p> <ul style="list-style-type: none"><li>• Review and approve strategies and business plans.</li><li>• Monitor the implementation and performance of the business plans.</li><li>• Ensuring that the Company adheres to high standards of corporate governance.</li><li>• Establish various Board Committees, namely the Audit Committee ("AC"), Risk Management Committee ("RMC"), Nomination Committee ("NC") and the Remuneration Committee ("RC") to assist the Board in discharging their responsibilities. Each Board Committee is governed by their respective term of reference.</li><li>• Review key financial information periodically and seek clarification on any anomaly.</li><li>• Provision of constructive feedback and guidance on areas which should be improved.</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>	:	

**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>Mr. Mok Juan Chek, the Independent Non-Executive Chairman of the Group, bears the responsibility for ensuring Board effectiveness and encouraging the Group's highest levels of integrity, probity and corporate governance.</p> <p>The roles and responsibilities of the Chairman are stated in the Board Charter which is available on the Group's website (<a href="http://www.synergyhouseberhad.com">www.synergyhouseberhad.com</a>).</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

### Practice 1.3

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The Chairman's position of the Group is held by Mr. Mok Juan Chek, an Independent Director. Presently, the Group does not have a CEO, however, all activities and strategic directions of the Group are led by both the Executive Directors of the Group namely Mr.Tan Eu Tah and Mr.Teh Yee Luen.	
<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 Board is satisfied that its current size and composition reflect an appropriate balance of Executive Directors and Non-Executive Directors which provides sufficient check and balance. The Chairman of the Board, Mr. Mok Juan Chek, is neither a member of Audit Committee, Nomination Committee nor Remuneration Committee. The Board acknowledges the importance of Practice 1.4 and understands that Mr. Mok should not be involved in these Committee to ensure there is a check and balance, as well as objective review by the Board. Hence, the Chairman of the Board will ensure he abstains in all deliberation and voting on all issues relating to himself to prevent any conflict of interest during the committee meetings.  The Audit Committee meeting is chaired by the Chairman of the Audit Committee. The Audit Committee also reports to the Board on the matters discussed in the Audit Committee meetings.
<b>Explanation for departure</b>	:  
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b>	:  
<b>Timeframe</b>	:  

### 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 a qualified and competent Company Secretary who is responsible for ensuring that the Company's constitutions, procedures, policies and regulations are complied with.</p> <p>The Company Secretary is an associate member of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA), and is experienced and competent on statutory and regulatory requirements. The Company Secretary holds professional certificates as qualified Company Secretaries under Section 235(2) of the Companies Act 2016.</p> <p>The Company Secretary also ensure that all obligations required by all applicable regulations and including the Listing Requirements are fulfilled in a timely manner.</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>	:	Members of the Board have access to all information relating to the operations and affairs of the Company. Board papers are prepared by Management which give directors the relevant information and analysis. The meeting materials are sent at least five (5) calendar days prior to the meeting for all meetings during the financial year under review.  The minutes of meeting are compiled by the Company Secretary and circulated to the Board on a timely manner. The minutes are reviewed by the respective Committee and Board prior to approval.
<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>	:	The Group has formalised and adopted a Board Charter which sets out a list of specific roles and functions which are reserved to the Board and other matters that are important for good corporate governance. The Board Charter is accessible through the Group's website at <a href="http://www.synergyhouseberhad.com">www.synergyhouseberhad.com</a> .	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

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>	:	The Group adopts a Key Internal Controls and Compliance Policy which covers the code of conduct and ethics. The policy is disclosed in the Group's website at <a href="http://www.synergyhouseberhad.com">www.synergyhouseberhad.com</a> .	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

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

### Practice 3.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has formalised a whistleblowing policy with the aim to provide an avenue for raising concerns related to possible breach of business conduct, non-compliance of laws and regulatory requirements as well as other malpractices.</p> <p>The reporting channel for the whistleblowing is to the Audit Committee members and the Executive Directors.</p> <p>The whistleblowing policy is disclosed in the Group's website at <a href="http://www.synergyhouseberhad.com">www.synergyhouseberhad.com</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 4.1

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>	:	The Group's sustainability practise focuses on environmental, social and governance matters important to the Group's operations. The Board through the management team understands the importance of environmental, social and governance factors have been increasingly considering these matters in decision making. The Board and management have been continuously engaged and consider view of internal and external stakeholders to manage the Group's sustainability practises. The Group has included sustainability matters into the risk register under the purview of the Risk Management Committee. The sustainability matters are discussed in detail in the Sustainability Statement in the Annual Report 2025.
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

**Practice 4.2**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Group recognises that the engagement and feedback of its stakeholders are an integral part of its sustainability strategies and initiatives.</p> <p>The stakeholders’ engagement process involves both formal and informal approaches. An overview of the efforts undertaken by the Group to engage with its stakeholders is disclosed in the Sustainability Statement and Corporate Governance Overview Statement 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**

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>	:	The Board has attended training on Mandatory Accreditation Programme Part I and II as Prescribed under The Listing Requirements & MCGG for the Board and key management to ensure the Directors stay abreast with and understand their roles & responsibilities and the important of sustainable growth.	
<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>	:	The Group's performance in sustainability matters have been included in the yearly evaluation by the Board. In addition, the sustainability matters have been included in the risk register as a key item for monitoring.	
<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>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	The Chief Financial Officer (“CFO”) has been designated to led the sustainability activities for the Group.

### 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 Committee ("NC") is responsible to oversee and review annually the composition of the Board in term of size, mix of skills, experience and other qualities and competencies which the Directors should bring to the Board and assess effectiveness of the Board as whole and contribution of each individual Director. The effectiveness of the Board and Board Committees will be assessed by the NC on an annual basis. The Terms of Reference of Nomination Committee is accessible through the Group's website at <a href="http://www.synergyhouseberhad.com">www.synergyhouseberhad.com</a>.</p> <p>The NC is also responsible for recommending the Board, Directors who are standing for re-election at Annual General Meeting ("AGM"), subject to the NC being satisfied with the performance of the affected Directors based on the Directors' Fit and Proper Policy. In order to ensure the Director to be appointed or elected/re-elected as a Director of the Company, he or she should possess the necessary quality and character as well as integrity, competency and commitment. The Fit and Proper Policy is made available on the Group's website at <a href="http://www.synergyhouseberhad.com">www.synergyhouseberhad.com</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**

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 of the Company comprises of four (4) Independent Directors and two (2) Executive Directors whereby more than half of the board comprises of independent directors.</p> <p>The Board views that the current size and composition of the Board are within the range of which appropriate to operate dynamic and provide the check and balance to the Board's decision-making process.</p> <p>The Independent Directors have fulfilled their role as independent directors through objective participation in Board deliberations and exercise unbiased independent judgement on the decisions taken by the Board in all meetings.</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 5.3**

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The tenure of an Independent Director shall not exceed a cumulative term of nine (9) years. Upon completion of the nine (9) years term, the Independent Directors may continue to serve the Board subject to re-designation as Non-Independent Director. If the Board intends to retain an Independent Director beyond nine (9) years, it is subject to annual assessment by the Board Committees and annual shareholders' approval through two-tier voting process in accordance with the practice of MCGG.</p> <p>None of the Independent Directors of the Company had served on the Board beyond nine (9) years.</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 5.4 - 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>	:	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 has adopted a Diversity Policy to promote inclusivity and a broad range of perspectives within both its Board and Senior Management to ensure a well-balanced composition that reflects diversity in gender, age, professional background, skills and experience.</p> <p>The Directors' Fit and Proper Policy adopted by the Board will serve as a guide for the Nomination Committee and the Board in assessing the deemed fit candidates. The criteria for the recruitment/appointment of Directors are contained in the Board Charter and are made available on the Group's website at <a href="http://www.synergyhouseberhad.com">www.synergyhouseberhad.com</a>.</p> <p>The appointment of Senior Management is guided by predefined criteria, emphasizing relevant skill sets and leadership qualities as outlined in their job descriptions. Additionally, the Company has established human resource programs aimed at fostering capable leadership at the Senior Management level, ensuring the diversity across various dimensions.</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 5.6

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 appointment of new Directors follows a structured process led by the Nomination Committee which assesses candidates based on competence, integrity experience, and the Directors' Fit &amp; Proper Policy. The Board will consider external referrals to identify qualified candidates when needed, rather than relying solely on recommendations from the existing Board members, Management, or major shareholders.</p> <p>The existing Board was appointed before the Company's listing and reviewed by the Company's Sponsor. Since then, up to the date of this report, no new Directors have been appointed.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

**Practice 5.7**

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	Shareholders are kept informed of Board decisions regarding Director appointments through announcements to Bursa Securities. The Directors whose up for re-election undergo performance assessments via the Board’s annual evaluation and the Directors’ Fit & Proper Policy. The profiles of the Directors are disclosed in the Annual Report 2025, provide insights into any interests, positions, or relationships that may affect their independence and ability to act in the company's best interests.
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

**Practice 5.8**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The Nomination Committee of the Company is chaired by Ms. Lieu Pei Yee, and Independent Director. The remaining members of the Nomination Committee comprise of Independent Directors.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

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

**Practice 5.9**

The board comprises at least 30% women directors.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Board acknowledges that gender diversity enhances both Board effectiveness and decision-making at overall performance. A truly diverse Board benefits from various perspectives, skills, industry experience, backgrounds, and demographics are the key considerations in determining its optimal composition.</p> <p>The Board currently comprised of six (6) Directors, of whom two (2) are female Directors which represents more than 33% of the total composition of the Board.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

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

**Practice 5.10**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Company has adopted a Diversity Policy which outlines the approach in achieving the diversity on the Board. The Board reviews the diversity policy in its scope, extensiveness and effectiveness on a periodic basis.</p> <p>Statistics on diversity of the Board and Senior Management (including age and gender diversity) are disclosed in the Sustainability Statement in the Company's Annual Report.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

## Intended Outcome

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 Board, through its Nomination Committee had reviewed the annual assessment of the directors and the board committees on 16 April 2026.  Each Director completed a detailed questionnaire on the director's evaluations which covered matters relevant to the Board performance, fit and proper, contribution and performance, calibre and personality amongst others.  An evaluation of each Board Committee was carried out by assessing the board mix and composition, quality of information and decision making, boardroom activities and communication amongst others.  The assessment was internally facilitated whereby results of the assessment had been compiled, documented and reported to the Nomination Committee.
<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 established and adopted policies and procedures to determine the remuneration of Directors and Senior Management, ensuring the competitiveness to attract and retain top talent.</p> <p>The remuneration package for Executive Directors is a structured link to corporate and individual performance while the Independent Non-Executive Chairman and Independent Non-Executive Directors' remuneration reflects the experience and level of responsibilities undertaken. The Directors' fees payable to Independent Non-Executive Directors are subject to the shareholders' approval in the AGM.</p> <p>The remuneration policy is made available on the Group's website at <a href="http://www.synergyhouseberhad.com">www.synergyhouseberhad.com</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

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

### Practice 7.2

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Remuneration Committee was established to assist the Board in developing remuneration policies and procedures relating to the remuneration of the Board and senior management.</p> <p>The Remuneration Committee is responsible for reviewing and recommending the remuneration of Directors and Senior Management to the Board for approval.</p> <p>The Terms of Reference for the Remuneration Committee is made available on the Group's website <a href="http://www.synergyhouseberhad.com">www.synergyhouseberhad.com</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>	:	Please refer to the table for the detailed disclosure on named basis of the remuneration of individual directors.

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	Mok Juan Chek	Independent Director	72	Input info here	Input info here	Input info here	Input info here	Input info here	72	72	Input info here	Input info here	Input info here	Input info here	Input info here	72
2	Yew Yong Ling	Independent Director	60	Input info here	Input info here	Input info here	Input info here	Input info here	60	60	Input info here	Input info here	Input info here	Input info here	Input info here	60
3	Lieu Pei Yee	Independent Director	60	Input info here	Input info here	Input info here	Input info here	Input info here	60	60	Input info here	Input info here	Input info here	Input info here	Input info here	60
4	Yong Kim Fui	Independent Director	60	Input info here	Input info here	Input info here	Input info here	Input info here	60	60	Input info here	Input info here	Input info here	Input info here	Input info here	60
5	Tan Eu Tah	Executive Director	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	720	Input info here	8.8	87.8	816.6
6	Teh Yee Luen	Executive Director	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	720	Input info here	6.5	87.8	814.3

### 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>	:	Applied – the company discloses the remuneration of members senior management who are not members of the board														
<b>Explanation on application of the practice</b>	:	<p>The disclosure of the three (3) key senior managements remuneration is disclosed on a named basis within the bands of RM50,000 as follows:</p> <table border="1"> <thead> <tr> <th>Name</th> <th>Position</th> <th>Remuneration</th> </tr> </thead> <tbody> <tr> <td>Ng Boon Kean Kenneth</td> <td>Chief Financial Officer</td> <td>RM350k-RM400k</td> </tr> <tr> <td>Tan Yee Chi</td> <td>Chief Marketing Officer</td> <td>RM400k-RM450k</td> </tr> <tr> <td>Richie Tan Qi Guang</td> <td>Chief Operating Officer</td> <td>RM350k-RM400k</td> </tr> </tbody> </table> <p>The disclosures are made on a Group level. The two (2) Executive Directors of the Company also make up the Top Five Senior Management, and their remunerations have been disclosed in Practice 8.1 above.</p>			Name	Position	Remuneration	Ng Boon Kean Kenneth	Chief Financial Officer	RM350k-RM400k	Tan Yee Chi	Chief Marketing Officer	RM400k-RM450k	Richie Tan Qi Guang	Chief Operating Officer	RM350k-RM400k
Name	Position	Remuneration														
Ng Boon Kean Kenneth	Chief Financial Officer	RM350k-RM400k														
Tan Yee Chi	Chief Marketing Officer	RM400k-RM450k														
Richie Tan Qi Guang	Chief Operating Officer	RM350k-RM400k														
<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>	:															

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

**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>	:	N/A

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

**Intended Outcome**

There is an effective and independent Audit Committee.

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

**Practice 9.1**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The position of the Chairman of Audit Committee and the Board are held by two (2) different individuals. The Chairman of the Audit Committee is Mr. Yong Kim Fui who is not the Chairman of the Board. This assures the overall effectiveness of the independence of the Audit Committee. Mr. Yong Kim Fui's profile is available on the Company's Annual Report 2025.</p> <p>The Terms of Reference for the Audit Committee is made available on the Group's website <a href="http://www.synergyhouseberhad.com">www.synergyhouseberhad.com</a></p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 9.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Term of Reference of the Audit Committee states that a former partner of the external audit firm of the Company must observe a cooling-off period of at least three (3) years before being appointed as a member of the Audit Committee.</p> <p>The Term of Reference of the Audit Committee is published in the Company's website <a href="http://www.synergyhouseberhad.com">www.synergyhouseberhad.com</a></p> <p>Presently, none of the members of the Audit Committee is a former key audit partner.</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>	:	The Audit Committee has established the policies and procedures to access the external auditor and was approved by the Board. The External Auditors Assessment Policy is disclosed on the Group's website at <a href="http://www.synergyhouseberhad.com">www.synergyhouseberhad.com</a>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

There is an effective and independent Audit Committee.

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

**Practice 9.4 - Step Up**

The Audit Committee should comprise solely of Independent Directors.

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	The Audit Committee of the Company comprise solely of Independent Directors.

### 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>All members of the Audit Committee appointed to the Board have attended the Mandatory Accreditation Program prescribed by Bursa Securities.</p> <p>The Audit Committee will on a continuing basis evaluate and determine the training needs of each member of the Audit Committee to enable them to effectively discharge their duties.</p> <p>In addition, the members of the Audit Committee would be updated on recent developments in the areas of statutory and regulatory requirements from the briefing by the External Auditors amongst others during the Committee meetings.</p> <p>The members of the Audit Committee have a mix of skill, knowledge and the appropriate level of expertise and experience which enable them to discharge their duties and responsibilities pursuant to the Terms of Reference of the Audit Committee. Mr Yong, chairman of the Audit Committee, is a member of both the CPA Australia and the Malaysian Institute of Accountants. With his vast experience in the areas of audit, accounting and finance, corporate finance and corporate planning, he is capable to assist the Board in reviewing and ensuring that the Company's quarterly reports and financial statements are prepared in compliance with applicable financial reporting standards. In addition, all the members of the are financially literate and can understand matters under its purview, including financial reporting process.</p>
	:	

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

**Intended Outcome**

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

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

**Practice 10.1**

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has established a Risk Management Committee which comprises of Independent Directors. The Risk Management Committee carries out meeting on a quarterly basis to review the risk register of the Company.</p> <p>The Company outsources the Internal Audit to a 3rd party service provider to perform audits on key business operations of the Company on a quarterly basis. Findings are presented to the Audit Committee on a quarterly basis.</p> <p>The Chairman of the Risk Management Committee and Audit Committee will also brief the Board on a quarterly basis.</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 10.2**

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>	:	Information on the Group's risk management and internal control is presented in the Statement of Risk Management and Internal Control contained in the Annual 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**

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 Group has a Risk Management Committee which comprises entirely of Independent Directors. The Terms of Reference of the Risk Management Committee is disclosed in the Group's website at <a href="http://www.synergyhouseberhad.com">www.synergyhouseberhad.com</a>

**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 Group has appointed an established external professional firm namely Talent League Sdn. Bhd for financial year ended 2025. who reports to the Audit Committee and assist the Audit Committee in reviewing the effectiveness of the internal controls systems.</p> <p>The internal audit is carried out quarterly and provided an independent assessment on the effectiveness and efficiency of internal controls utilizing recognised corporate governance framework to provide assurance to the Audit Committee.</p> <p>Details on the internal audit function are set out in the Audit Committee Report and the Statement on Risk Management and Internal Control of 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

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>	:	The Group has outsourced the internal audit function to an external professional service firm, Talent League Sdn. Bhd, which is independent of the activities and operations of the Group for financial year ended 2025. The outsourced internal auditors report directly to the Audit Committee. The work carried out by Talent League Sdn. Bhd for the Group is headed by Mr Roy Thean, the Advisory Partner, who is a Certified Internal Auditor. He is supported by the engagement team of Internal Auditors who have the relevant professional qualifications. The Internal Auditors have performed their work with reference to the principles of the International Professional Practice Framework of Institute of Internal Auditors in assessing the effectiveness of the Group's internal control system.
<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>	:	In maintaining its commitment to effective communication with shareholders, the Group adopts the practise of comprehensive, timely and continuing disclosures of information to its shareholders as well as the general investing public. The Group makes the necessary announcements in Bursa Securities and in its website. The Group also conducts quarterly results briefing to brief the stakeholders on the Group and its and financial and operational matters.	
<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>	:	The Company does not fall under the category “Large Companies” as defined in the MCCG for the time being. Hence, such requirement is not applicable.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

### Practice 13.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board recognises the AGM is a key platform for meaningful engagement with shareholders and ensures sufficient time to consider resolutions.</p> <p>Referring to the Companies Act 2016 and ACE Market Listing Requirement (“ACE LR”) of Bursa Securities, an AGM should be called at least 21 days’ notice of the meeting. Nevertheless, the Board provided a 28-day notice period for the 2025 AGM, in line with best practices under the MCCG, to ensure shareholders had ample time to review the business agenda, make informed decisions, and arrange for participation, either in person or through corporate representatives, proxies, or attorneys.</p> <p>The Notice of AGM includes an AGM Guide, providing shareholders with essential details about the meeting, their entitlement to attend, proxy appointment rights, and voting procedures. It also contains explanatory notes on proposed resolutions to help shareholders better understand and evaluate the issues, enabling them to make informed voting decisions.</p> <p>For the upcoming AGM, a 28 day prior notice would also be given to shareholders in order to comply with the Malaysian Code on Corporate Governance (“MCCG”), Section 316(2) of the Companies Act 2016 and Paragraph 8.13(1) of the ACE LR of Bursa Securities.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

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

### Practice 13.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The 3<sup>rd</sup> AGM of Synergy House Berhad was held on 28 May 2025 with all the Directors including the Chairman of the Board participated.</p> <p>The Chief Financial Officer (“CFO”) presented the Group’s financial performance and key activities for the financial year, while the Chairman encouraged shareholder participation in the Questions &amp; Answers (“Q&amp;A”) session, ensuring all queries were addressed.</p> <p>The Company Secretary, and External Auditors were also present to respond to shareholder inquiries. In compliance with listing requirements, the AGM minutes were promptly published on the Company’s website.</p> <p>In accordance with Paragraph 9.21(2) of the ACE Market Listing Requirements (“ACE LR”), the Minutes of the 3<sup>rd</sup> AGM 2025 were published on the Company’s website as soon as practicable after the meeting. This disclosure aligns with the principles of the Malaysian Code on Corporate Governance (MCCG) and Section 316(2) of the Companies Act 2016.</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's 3rd Annual General Meeting ("AGM") was conducted physically at Ballroom 2, Level 10, Courtyard by Marriott Setia Alam, No. 6, Jalan Setia Dagang AH U13/AH, Setia Alam, Seksyen U13, 40170 Setia Alam, Selangor. The Board remains committed to ensuring shareholder engagement and participation through accessible and transparent meeting arrangements. The Board considers AGM a crucial platform for shareholders to exercise their rights and have their voices heard through their votes. In accordance with 8.31A(1) of the ACE Market Listing Requirements ("ACE LR") of Bursa Malaysia Securities Berhad, all resolutions were voted on by way of poll.</p> <p>Tricor Investor &amp; Issuing House Services Sdn. Bhd., the Company's Share Registrar, has been appointed as the Poll Administrator and Ascendserv Capital Market Services Sdn. Bhd. has been appointed as the Independent Scrutineer to oversee the polling process and verify the poll results, and all eligible shareholders are able to cast their votes.</p> <p>The Company's Constitution permits general meetings to be conducted at multiple venues using technology that enables shareholders to participate, speak, and vote. However, the implementation of this practice has been deferred in favour of an alternative approach. The Board will continue to evaluate the adoption of available technology to facilitate voting in absentia.</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>	: The Chairman ensures that AGM serve as a key platform for effective communication and constructive feedback from shareholders.  During the AGM, the CFO provide a review of the Group's financial performance, key challenges, achievements, and business strategies. Shareholders may submit queries related to AGM resolutions or the company's financial performance/prospects via email to <a href="mailto:kenneth.ng@synergy-house.com">kenneth.ng@synergy-house.com</a> before the meeting.  Before any proposed resolution is put to a vote, the Chairman invites questions from the floor to ensure shareholders' concerns are adequately addressed. Sufficient time is allocated for discussion, and all written responses to shareholders' queries are documented in the AGM minutes.
<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>	:	Not applicable – only physical general meetings were conducted in the financial year
<b>Explanation on application of the practice</b>	:	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

**Practice 13.6**

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

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>		
<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	The Minutes of the 3 <sup>rd</sup> AGM, which outline the meeting proceedings, shareholder questions, and the Company's responses, were published on the Company's corporate website within thirty (30) business days following the AGM.  The Minutes are available for review 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>	:	

**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.*

No.
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