

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors (“Board”) of Greatech Technology Berhad (“Greatech” or “Company”) recognises the importance of adhering to high standards of corporate governance to establish a sustainable business and creating long-term value for the shareholders and stakeholders and to enhance the performance of the Company and its subsidiaries (“Group”). The Board is committed to maintaining integrity and transparency in its governance, ensuring that these principles are consistently applied across the Group.

The Board is pleased to present our Corporate Governance Overview Statement (“Statement”) to provide shareholders and investors with a comprehensive overview of the corporate governance practices adopted by the Greatech Group for the financial year ended 31 December 2025 (“FY2025”).

Our governance practices are designed to fulfil the objectives set forth in the Malaysian Code on Corporate Governance (“MCCG”) and anchored in three key principles:

- Principle A: Board Leadership and Effectiveness;
- Principle B: Effective Audit and Risk Management; and
- Principle C: Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders.

Application of Recommended Corporate Governance Practices

	Total	Applied	Departure	Not Applicable	Not Adopted
Recommended practices	43	36	5	2	0
Step-up practices	5	3	0	0	2

The departures are outlined below:

- Practice 5.9 – The Board comprises at least 30% women directors.
- Practice 6.1 – For large companies, the Board engages independent experts at least every three years to facilitate objective and candid board evaluation.
- 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.
- Practice 12.2 – Large companies are encouraged to adopt integrated reporting based on a globally recognised framework.
- Practice 13.3 – Listed companies should leverage technology to facilitate:
 - Voting including voting in absentia; and
 - Remote shareholders’ participation at general meetings.

This Statement supplements the Corporate Governance Report (“the CG Report”) set out in the format pursuant to Paragraph 15.25(2) of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”), published on the Company’s website: <https://greatech-group.com/en/investor-relations/shareholders-meeting/> and Bursa Securities’ website: <https://www.bursamalaysia.com>.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. BOARD RESPONSIBILITIES

1.0 Board's Leadership on Objectives and Goals

1.1 Strategic Aims, Value and Standards

The Board's primary responsibility is to provide effective leadership and oversight of the Group to ensure sound corporate governance and the long-term sustainable success of the Group for the benefit of shareholders and other stakeholders. In discharging its responsibilities, the Board sets the Group's strategic objectives, values and standards and ensures that the necessary resources are in place to achieve the Group's goals.

The Board is guided by the Board Charter, which outlines the Company's goals and strategic direction; the Board governance process, including the roles and responsibilities of the Chairman, Board, Independent Directors as well as matters reserved for the Board and those delegated to Board Committees ("Committees"); the Board-Management relationship; Board-shareholders relationship; stakeholders engagement; the Code of Conduct & Ethics; and the Whistleblowing Policy.

Board Committees

To facilitate the effective discharge of its responsibilities and enhance decision-making, the Board has established 3 Committees:

- Audit and Risk Management Committee ("ARMC")
- Remuneration Committee ("RC")
- Nominating Committee ("NC")

These Committees assist the Board in overseeing key areas such as financial reporting, audit, risk management, remuneration, sustainability, board composition, succession planning and governance matters. Each Committee operates under clearly defined Terms of Reference ("TOR"), which set out their duties, authority and reporting responsibilities. The TORs are periodically reviewed by the respective Committees, approved by the Board and made available on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/>.

Management Working Committees

In addition to the Board Committees, the Board has established several management-level committees to oversee specific operational and governance matters, including:

- Sustainability Working Group ("SWG")
- Integrity Working Group ("IWG")
- Long Term Incentive Plans ("LTIP") Committee
- Executive Risk Management Committee ("ERMC")

Board and Management Responsibilities

The roles and responsibilities of the Board and Management are clearly defined to ensure effective governance and operational efficiency. The Board provides strategic direction and oversight of the Group's business and affairs, while Management is responsible for implementing strategies, policies and decisions approved by the Board.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. BOARD RESPONSIBILITIES (Cont'd)

1.0 Board's Leadership on Objectives and Goals (Cont'd)

1.1 Strategic Aims, Value and Standards (Cont'd)

Board and Management Responsibilities (Cont'd)

In discharging its leadership and fiduciary duties, the Board undertakes the following principal responsibilities:

(i) Reviewing and adopting the Group's strategic plan

The Board reviews and approves the Group's strategic plans developed by Management. Regular updates are provided by the Chief Executive Officer ("CEO"), Chief Project Officer ("CPO") and Chief Financial Officer ("CFO") at Board meetings on key business matters including strategy, planning, business development, risk management, governance and employee engagement initiatives. The Board sets the Group's strategic direction and oversees its execution while reviewing business performance and key policies to enhance long-term shareholder value.

For FY2025, the Board comprises Executive Directors and Independent Non-Executive Directors ("INEDs"). On 31 December 2025, Mr Khor Lean Heng retired as CPO, and was accordingly re-designated as a Non-Independent Non-Executive Director of the Company.

INEDs are individuals of calibre, credibility and experience who provide independent perspectives to ensure balanced and objective decision-making. They constructively challenge Management and monitor the delivery of approved strategies and targets within the risk appetite established by the Board. INEDs also maintain open access to Management at all levels and engage with both external and internal auditors when necessary.

Non-Independent Non-Executive Director contributes valuable industry knowledge and experience, providing continuity and supporting effective oversight of Management while acting in the best interests of the Company.

Executive Director(s) and the Key Senior Management team are responsible for developing strategies, monitoring progress against strategic objectives and managing the Group's day-to-day operations and performance.

(ii) Monitoring the conduct of the Group's business

The Board monitors the conduct of the Group's business through quarterly Board meetings, during which Management presents updates on financial performance, liquidity position, operational progress, market developments, sales outlook, corporate proposals and sustainability matters. These updates enable the Board to assess whether the Group is achieving its strategic objectives and financial targets.

At each Board meeting, the CEO also briefs the Board on operational developments, challenges, market opportunities and strategic plans. These discussions allow the Board to remain informed of the Group's business activities and provide advice on both short and long-term strategies, including the effective deployment of resources.

During FY2025, the Board closely monitored the impact of macroeconomic uncertainties and manpower shortages on the Group's operations. Management presented mitigation strategies and action plans to address potential impacts on cash flow, financial performance and business continuity.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. BOARD RESPONSIBILITIES (Cont'd)

1.0 Board's Leadership on Objectives and Goals (Cont'd)

1.1 Strategic Aims, Value and Standards (Cont'd)

Board and Management Responsibilities (Cont'd)

In discharging its leadership and fiduciary duties, the Board undertakes the following principal responsibilities: (Cont'd)

(iii) Reviewing the adequacy and integrity of the management information and internal control systems

The Board acknowledges its overall responsibility for the Group's internal control and risk management systems to safeguard shareholders' investment and the Group's assets. During FY2025, the Board formalised and applied the Group's risk appetite in the form of a Risk Appetite Statement which is embedded within the Group's Enterprise Risk Management ("ERM") Framework to guide risk assessment, prioritisation and decision making across the Group.

The Board endorsed a Fraud Risk Assessment programme covering various segments of the Group's business, with fraud risk considerations integrated into the Group's broader risk management and internal control processes. Details of the Company's internal control and risk management systems are set out in the Statement of Risk Management and Internal Control ("SORMIC") section of the Annual Report 2025.

(iv) Reviewing and adopting a strategic plan that supports long-term value creation and business sustainability

The Board reviews business and financial performance and worked closely with Management in the shared strategic aims to secure the Group's leading market positions in the long term. The Board monitors the culture of the Company to ensure that it is aligned with the Group's values and strategy.

The Board is aware of the importance of business sustainability and ensures that sustainability is embedded in the development of the Group's strategies and annual plans, taking into account the environmental, social and governance ("ESG") aspects of business operations. The SWG (established in FY2019) oversees the implementation of business sustainability practices within the Group. Details of the Company's sustainability efforts are set out in the Sustainability Report section of the Annual Report 2025.

(v) Promoting a good corporate governance culture within the Group

The Board is accountable to the shareholders, and it is ultimately responsible for the Group's adherence to sound corporate governance practices and the highest standard of ethics. The Board leads by example, acting constructively and respectfully, demonstrating the values that the Group expects across the companies.

The Board has adopted the following codes, policies and programmes to guide the actions and behaviour of Directors, Management and employees of the Group:

- Code of Conduct and Ethics
- Directors' Fit and Proper Policy
- Conflict of Interest ("COI") Policy
- Anti-Bribery and Anti-Corruption Policy ("ABAC")
- Anti-Fraud Policy
- Whistleblowing Policy
- Share Trading Policy
- Related Party Transaction ("RPT")
- Business Partner Anti-Corruption Policy

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. BOARD RESPONSIBILITIES (Cont'd)

1.0 Board's Leadership on Objectives and Goals (Cont'd)

1.1 Strategic Aims, Value and Standards (Cont'd)

Board and Management Responsibilities (Cont'd)

In discharging its leadership and fiduciary duties, the Board undertakes the following principal responsibilities: (Cont'd)

(vi) Succession planning

The NC is entrusted by the Board with the responsibilities to oversee the selection and assessment of Directors and Committees as well as succession planning for Directors and Senior Management personnel. The Board prioritises succession planning to ensure the organisation has a pool of talented and capable individuals ready to step into critical roles when needed. The work carried out by the NC in FY2025 is set out in Section 5.8 of this Statement.

1.2 The Chairman of the Board

Dato' Ooi Boon Chye ("Dato' BC") was appointed as the Independent Non-Executive Chairman of the Board on 25 August 2023 and provides leadership to the Board in ensuring its effectiveness and promoting high standards of corporate governance. The Chairman is not a member of any Board Committees, allowing him to maintain independence and focus on providing objective leadership to the Board.

The roles and responsibilities of the Chairman are set out in Paragraph 4.7 of the Board Charter, which is available on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/>. The Chairman is responsible for leading the Board in the adoption and implementation of sound governance practices and ensuring the effective functioning of the Board.

As detailed in the Profile of Directors section of the Annual Report 2025, Dato' BC possesses extensive experience across various areas including global manufacturing, manufacturing engineering, outsourcing, procurement, logistics, central planning and quality management. His experience enables him to provide valuable guidance to the Board and facilitate constructive engagement between the Board and Management in formulating and executing the Group's strategies.

The Chairman presides over meetings of the Board and shareholders, and promotes open and effective communication between the Board, Management, shareholders and other stakeholders. He also ensures that Board discussions are conducted in a balanced manner and that all Directors are given the opportunity to contribute to the deliberations.

1.3 Chairman and Chief Executive Officer

The positions of the Chairman and the CEO are held by separate individuals who are not related to each other. This clear division of responsibilities ensures an appropriate balance of power and authority, such that no individual has unfettered decision-making powers. The distinct roles and responsibilities of the Chairman and CEO are clearly set out in Paragraph 4.7.3 of the Board Charter, which is available on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/>.

The position of Chairman is held by Dato' BC, while Dato' Seri Tan Eng Kee ("Dato' Seri Tan") serves as the CEO. The Chairman leads the Board in ensuring its effectiveness and provides oversight of the Group's strategic direction and governance practices. The CEO is responsible for the execution of the Group's strategies, overall business operations and day-to-day management of the Group. The CEO regularly reports to and engages with the Board on key operational, financial and strategic matters.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. BOARD RESPONSIBILITIES (Cont'd)

1.3 Chairman and Chief Executive Officer (Cont'd)

To further safeguard the interests of shareholders and other stakeholders, the Board comprises a majority of INEDs, which promotes greater objectivity and independence in Board deliberations and decision-making.

1.4 Chairman and Board Committees

To maintain checks and balances and ensure independent and objective deliberations by the Board Committees, the Chairman of the Board, Dato' BC, is not a member of any of the ARMC, NC or RC.

1.5 Company Secretaries

The Board is supported by two (2) suitably qualified and experienced Company Secretaries, namely Ms. Yeow Sze Min ("Ms. Yeow") and Ms. Low Seow Wei ("Ms. Low"), who assist the Board in the effective discharge of its duties and responsibilities. Both Company Secretaries are qualified Chartered Secretaries under Section 235(2)(a) of the Companies Act 2016 ("CA 2016") and are registered with the Companies Commission of Malaysia ("CCM"). Ms. Yeow is a Fellow, while Ms. Low is an Associate member of the Malaysian Association of the Institute of Chartered Secretaries and Administrators ("MAICSA"). They each possess more than 17 years of experience in corporate secretarial practice.

The Company Secretaries support the Board and Board Committees in ensuring the effective functioning of the Board in accordance with their TOR, applicable laws and governance best practices. They advise the Board on corporate governance matters, Directors' fiduciary duties and compliance requirements, including those under the CA 2016, the Company's Constitution, MMLR, the MCGG and other relevant regulations.

During FY2025, the Company Secretaries supported the Board on various governance and regulatory matters, including updates on regulatory developments, Directors' and key officers' dealings in the Company's securities, announcements submitted to Bursa Securities and changes in Board and Board Committee composition. They also issued reminders to Directors and relevant persons on Closed Period requirements in accordance with Paragraph 14.08 of the MMLR. The Company Secretaries attended the Seventh Annual General Meeting ("7th AGM") held on 28 May 2025, as well as all Board and Board Committee meetings during FY2025, and ensured that proceedings were properly recorded and conducted in an orderly manner.

Both Company Secretaries continuously update their professional knowledge through continuous professional development programs, in line with the requirements of MAICSA. The Board has unrestricted access to the advice and services of the Company Secretaries to enable it to effectively discharge its responsibilities.

1.6 Access to Information and Meeting Materials

The Board meets at least four (4) times a year to review the Group's strategic direction, operational and financial performance, risk management and other significant matters. Additional meetings may be convened when necessary to address urgent or important issues. During FY2025, four (4) Board meetings were held, all of which recorded full attendance by the Directors. The meetings were conducted mainly in a hybrid format, allowing Directors to attend either physically or virtually where required.

To facilitate effective participation, the annual Board and Board Committee meeting calendar is prepared and circulated at the beginning of each financial year, allowing Directors to plan their schedules accordingly. Notice of meetings and the relevant Board and Committees meeting papers are circulated to the Directors at least seven (7) days prior to the meeting. The meeting materials include sufficient and relevant information on matters to be deliberated to enable Directors to make informed decisions.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. BOARD RESPONSIBILITIES (Cont'd)

1.6 Access to Information and Meeting Materials (Cont'd)

All Board and Committees meetings followed a structured agenda and are generally conducted over two (2) days, allowing sufficient time for meaningful discussions and enabling Directors to gain deeper insights into the Group's operations. At each quarterly meeting, the Key Principal Officers, comprising the CEO, CPO and CFO, present updates on the Group's operational and financial performance and address queries from the Board. Other members of Management may be invited to attend meetings to provide detailed explanations on specific matters when necessary.

The Board has unrestricted access to Management and external advisers. The Company Secretaries ensure that proper records of Board and Board Committee meetings are maintained. Minutes of meeting are circulated to the Directors and relevant Management personnel in a timely manner for review and comments, and are subsequently tabled at the following meeting for confirmation.

2.0 Demarcation of Responsibilities

2.1 Board Charter

The Board is guided by a Board Charter which clearly defines the respective roles and responsibilities of the Board, Committees, individual Directors and Management as well as matters reserved for the Board. It serves as a primary reference and induction literature in providing the Board members and Management insights into the functions, governance and conduct of the Board.

The Board Charter is designed to promote high standards of corporate governance, ethical behaviour and compliance culture. The core areas of the Board Charter include: the Group's vision, mission and guidance for the Board; Board governance process and procedures; Board and Management relationship; Board and Shareholders relationship; Stakeholders' relationship; Code of Conduct & Ethics; and Whistleblowing.

The Board Charter is periodically reviewed and updated to ensure that it remains relevant and aligned with the Board's objectives, regulatory requirements and evolving governance practices. The most recent revision was made on 26 November 2024 to align with amendments to the MMLR in relation to COI. The review and approval of sustainability matters such as strategies, key targets, performance, progress, issues and related policies have been included as the Board's reserved matters.

The Board Charter is available on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/> in line with Practice 2.1 of the MCCG.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. BOARD RESPONSIBILITIES (Cont'd)

3.0 Good Business Conduct and Healthy Corporate Culture

3.1 Code of Conduct & Ethics

The Board is committed to promoting a corporate culture that upholds integrity, ethical conduct and accountability across the Group. In line with this commitment, the Board has established a Code of Conduct & Ethics ("Code"), which sets out the standards of behaviour expected of Directors, Management and employees in carrying out their duties and responsibilities. The Code forms part of the Group's governance framework and applies to all Directors, Management and employees of the Group, whether on a full-time or part-time basis.

The Code is communicated internally and externally to reinforce ethical conduct in the Group's operations. Mechanisms are also in place to enable the reporting of suspected misconduct, including fraud, corruption and unethical behaviour. Management is responsible for implementing and monitoring compliance with the Code, and any significant breaches are reported to the ARMC and to the Board.

During FY2025, there were no known material breaches of the Code by Directors or employees. The Group also expects its suppliers and business partners to maintain similar ethical standards through the Supplier Code of Conduct & Ethics ("Supplier Code").

To reinforce the principles of the Code, the Group has implemented several supporting governance policies, including:

(a) Conflict of Interest Policy

The Policy, established on 25 November 2019, requires Directors and employees to declare actual or potential COI. Employees submit annual COI declarations, while Directors disclose conflict to the Board as and when they arise. The most recent update to the COI Policy was made in August 2023 to align with developments in the MMLR of Bursa Securities.

(b) Directors' Fit and Proper Policy

Established in May 2022 and updated in November 2025, this Policy ensures that individuals appointed or re-elected as Director possess the necessary integrity, competence and experience. The policy is periodically reviewed to ensure alignment with the MMLR.

(c) Anti-Bribery and Anti-Corruption Framework & Policy

Implemented since 2019 and updated in November 2025 to ensure compliance with anti-corruption laws, including Section 17A of the Malaysian Anti-Corruption Commission Act 2009 ("MACC Act"). The Group conducts Corruption Risk Management training for employees in key functions and performs periodic corruption risk assessments, the results of which are reported to the ARMC. During FY2025, no substantiated bribery and corruption cases were reported.

(d) Share Trading Policy

Adopted in June 2019 and updated in November 2024 to guide Directors, Key Principal Officers and Identified Employees in complying with regulations relating to insider trading.

(e) Anti-Fraud Policy

Implemented in November 2019 to strengthen fraud prevention and detection measures. The Group maintains a zero-tolerance attitude towards fraud.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. BOARD RESPONSIBILITIES (Cont'd)

3.1 Code of Conduct & Ethics (Cont'd)

(f) Related Party Transaction Policy & Procedures

Adopted in August 2019 and updated in November 2024 to ensure RPTs are conducted at arm's length and in compliance with regulatory requirements.

The Code and ABAC Policy are published on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/> in line with Practice 3.1 of the MCCG and are periodically reviewed by the Board to ensure they remain relevant and aligned with regulatory requirements and governance best practices.

3.2 Whistleblowing Policy

The Board has established a Whistleblowing Policy to provide a formal channel for employees and stakeholders to report concerns relating to unethical, unlawful or improper conduct within the Group. The Whistleblowing Policy was first adopted in June 2019 and was most recently revised in November 2025 to reflect operational updates and strengthen the reporting framework.

The Policy encourages employees and external stakeholders to raise genuine concerns regarding any suspected misconduct without fear of reprisal or intimidation. Under the Policy, whistleblowing reports may be made by employees, Directors, shareholders, consultants, vendors, contractors, outside agencies, business associates or members of the public who have dealings with the Group. Reports may relate to matters such as fraud, corruption, misconduct, breach of laws or regulations or non-compliance with the Group's policies and procedures.

All whistleblowing disclosures are treated with strict confidentiality. The identity of the whistleblower is protected and safeguards are in place to ensure that whistleblowers are protected from any form of retaliation, intimidation or adverse consequences arising from the disclosure.

During FY2025, no whistleblowing reports were received by the Group. The Whistleblowing Policy is published on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/> in line with Practice 3.2 of the MCCG and is periodically reviewed by the Board to ensure it remains effective and relevant.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. BOARD RESPONSIBILITIES (Cont'd)

4.0 Addressing Sustainability Risks and Opportunities

4.1 Governance of Sustainability

The Board oversees the Group's sustainability agenda, including sustainability-related risks and opportunities, climate-related considerations and the effectiveness of the Group's sustainability framework. In exercising its duties, the Board takes into account sustainability factors when reviewing the Group's strategies, business plans, major investments and risk management framework, ensuring that appropriate controls and policies are in place to support sustainable business practices.

The Board's commitment to sustainability was formalised following its listing, with the establishment of the SWG on 26 August 2019. The SWG is chaired by the Group CEO and comprises representatives from key functional departments. The SWG is responsible for driving the implementation of the Group's sustainability initiatives, monitoring progress and reporting regularly to the Board.

The Board has adopted a Sustainability Policy, which outlines its commitment to sustainable development based on three key pillars: People (Social), Planet (Environmental) and Profit (Economic). These principles guide the Group's approach in balancing business growth and profitability with responsible environmental stewardship, employee wellbeing and ethical business conduct.

During FY2025, the SWG held regular meetings to review and discuss sustainability initiatives and performance across the Group. Key areas of focus included employee engagement programmes, employee survey outcomes, corporate social responsibility ("CSR") activities, compensation and benefits reviews, as well as workplace health and safety measures to enhance employee wellbeing and minimise occupational risks.

Since 2022, the Group has progressively strengthened its sustainability agenda, including the integration of ESG-related performance indicators into the Key Result Area ("KRA") of senior management, including the CEO, CFO and CPO. This reinforces accountability for sustainability performance alongside financial and operational objectives. Details on the Group's sustainability initiatives and performance are set out in the Sustainability Report.

4.2 Communication of Company's Sustainability Strategies, Priorities, Targets and Performance

The Board recognises the importance of transparent and meaningful engagement with stakeholders to build trust, enhance accountability and support effective governance. The Group's sustainability strategy is guided by a materiality assessment, which identifies sustainability matters that are most significant to the Group and its stakeholders. In determining the material sustainability topics, the Board also considers developments in the external environment and evaluates sustainability-related risks and opportunities relating to areas such as climate change, environmental management, health & safety, human rights, and anti-bribery and corruption.

The Group adopts various communication channels to engage with stakeholders, including digital platforms, corporate disclosures and stakeholder engagements. Since 2019, the Company has been publishing its annual sustainability reports, which provide comprehensive disclosure on the Group's sustainability strategies, initiatives and performance, reinforcing the Group's commitment to transparency and accountability.

Internally, the Group promotes sustainability awareness among employees through continuous engagement initiatives, programmes and educational activities aimed at encouraging responsible practices such as energy conservation, waste reduction and resource efficiency. The Group also communicates sustainability-related information through corporate announcements, investor engagement and other public disclosures, ensuring that analysts, institutional investors and the wider stakeholder community remain informed of the Group's sustainability efforts and progress.

Further details on the Group's sustainability strategies, priorities, stakeholder engagements and performance are provided in the Sustainability Report, which forms part of the Company's Annual Report 2025.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. BOARD RESPONSIBILITIES (Cont'd)

4.3 Board Keep Abreast of the Relevant Sustainability Issues

The Board recognises the importance of remaining well-informed on sustainability matters, including climate-related risks and opportunities, that may impact the Group's business and long-term value creation. The Board reviews the Group's strategic objectives, financial targets and ESG performance on a regular basis. In addition, the Board evaluates the Group's overall risk profile, including sustainability-related risks associated with areas such as talent attraction and development, supply chain management, product quality and safety and environmental considerations.

During FY2025, the Group conducted two climate risk and opportunity assessments as part of its ongoing efforts to strengthen its sustainability governance and risk management framework. The assessments involved engagement with key stakeholder groups to reassess and prioritise the Group's most material sustainability matters. The findings and recommendations from these assessments were presented to the Board by the CFO, together with external consultants, and included the following key areas:

- Updated materiality matrix evaluated by the SWG;
- Identification of the Group's sustainability priorities;
- Updates on the Group's ESG strategy, action plans and initiatives; and
- Enhancements to the Enterprise Risk Management ("ERM") framework, including climate-related risks, opportunities and mitigation measures.

In addition, the Board receives periodic updates on developments in sustainability reporting standards, regulatory requirements and governance practices. During the year, the External Auditors presented updates to the Board and Board Committees on evolving reporting requirements and regulatory developments relating to sustainability, climate change and ESG disclosures.

Sustainability-related briefings to the Board during FY2025 were as follows:

Date	Topic	Presenter
February 2025	Climate Risk & Opportunity Review	External Consultant
August 2025	ESG Strategy & Materiality Review	CFO
August 2025	Climate Risk & Opportunity Review	External Consultant
August 2025	Sustainability Reporting & Regulatory Updates	External Consultant

4.4 Performance Evaluation of Board and Senior Management

Since FY2022, sustainability-related metrics have been incorporated into the KRAs of Senior Management, including CEO, CPO and CFO. These metrics are linked to remuneration and cover key areas such as economic growth, employee turnover and compliance-related indicators, thereby reinforcing accountability for the Group's sustainability performance.

The Board also evaluates its own effectiveness annually, which includes assessing its oversight of material sustainability risks, opportunities and ESG matters. Based on the evaluation conducted for FY2025, the Board identified several areas for further enhancement:

- Strengthening sustainability knowledge and competencies among Directors through targeted training and professional development programmes to deepen their understanding of evolving ESG challenges and regulatory developments; and
- Enhancing the Board's focus on sustainability initiatives to support positive sustainability outcomes across the Group.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. BOARD RESPONSIBILITIES (Cont'd)

4.4 Performance Evaluation of Board and Senior Management (Cont'd)

All Directors had attended the Mandatory Accreditation Programme Part II: Leading for Impact, which included training on sustainability-related matters. This programme provided Directors with a stronger foundation to understand and oversee sustainability risks and opportunities relevant to the Group.

The Board also regularly reviews the Group's principal and emerging risks, including sustainability and climate-related risks, as part of the Group's risk management framework. Climate change and sustainability risks have been incorporated as a separate principal risk category, reflecting the growing importance of these issues to the Group's operations and long-term strategy.

4.5 Designated Person to Manage Sustainability (Step Up)

The SWG, led by the Group CEO, is responsible for overseeing the planning and implementation of the Group's sustainability strategies and initiatives across the organisation. The Group CFO has been designated to oversee the strategic management and reporting of sustainability matters within the Group. This includes ensuring that sustainability considerations are incorporated into operational practices, monitoring the Group's sustainability performance and coordinating the preparation of sustainability disclosures.

Updates on the Group's sustainability initiatives and progress are regularly reported and discussed at Executive Management Meetings and ARMC Meetings, in line with the Group's risk review cycle. This enables the Board and Management to monitor sustainability-related risks, opportunities and performance effectively.

The roles and responsibilities of the respective parties within the Group's sustainability governance structure are as follows:

Party	Responsibilities
The Board & ARMC	<ul style="list-style-type: none"> • Provide oversight of the Group's sustainability strategy and governance framework. • Monitor sustainability performance and risk management.
CEO & CFO	<ul style="list-style-type: none"> • Oversee the overall sustainability strategy and implementation across the Group. • Ensure appropriate policies, processes and systems are in place to support sustainability initiatives.
SWG & Functional Group	<ul style="list-style-type: none"> • Drive the implementation of sustainability initiatives. • Track and monitor progress against the Group's sustainability priorities and objectives.

II. BOARD COMPOSITION

5.0 Board Objectivity

5.1 Enhancing Board Effectiveness through Periodic Refreshment and Performance Evaluation

5.2 Composition of the Board

The NC assists the Board in overseeing matters relating to the appointment, re-election and succession planning of Directors and Board Committee members, in accordance with its TOR. On an annual basis, the NC reviews the overall composition and effectiveness of the Board, taking into consideration the required mix of skills, knowledge, experience and other core competencies required to support the Company's strategic direction.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

II. BOARD COMPOSITION (Cont'd)

5.2 Composition of the Board (Cont'd)

For FY2025, the Board currently comprises 7 Directors, with a majority of 5 Independent Directors, as follows:

No.	Directorship	Name
1	Chairman / INED	Dato' Ooi Boon Chye
2	CEO / ED	Dato' Seri Tan Eng Kee
3	CPO / ED*	Mr Khor Lean Heng*
4	INED	Dato' Ooi Hooi Kiang
5	INED	Dr. Michael Dominic Kirk
6	INED	Dr. Kong Siew Mui
7	INED	Mr Lim Chien Ch'eng**

* Mr Khor Lean Heng has on 31 December 2025 re-designated to Non-Independent Non-Executive Director upon his retirement as CPO in the Company.

** Dato' Seri Wong Siew Hai retired as the INED upon the conclusion of the 7th AGM. While Mr Lim Chien Ch'eng was appointed to the Board as an INED with effect from 1 June 2025.

The present composition adheres to Paragraph 15.02 of the MMLR and Practice 5.2 of the MCCG as the Board comprises a majority of independent directors, in line with the Company's classification as a Large Company. The presence of a majority of Independent Directors promotes objective and independent judgement in Board deliberations, strengthens the effectiveness of checks and balances, and safeguards the interests of minority shareholders and other stakeholders.

The Board has reviewed its size and composition and is satisfied that the current structure provides an appropriate balance of skills, experience, knowledge and diversity required to effectively discharge its responsibilities. The NC conducts an annual assessment of the independence of Directors, based on the criteria set out in the MMLR and the relevant Practice Notes. Each Independent Director is also required to submit an annual declaration confirming his/her independence, which forms part of the NC's evaluation.

5.3 Tenure of Independent Non-Executive Director

5.4 Policy on Tenure of Independent Non-Executive Director

The Company has adopted a policy to limit the tenure of the INEDs to a cumulative term of nine (9) years, with no further extension beyond this period. This policy is set out in Paragraph 4.10 of the Board Charter and reflects the Board's commitment to maintaining the independence and objectivity of its Independent Directors while supporting the progressive refreshment of the Board.

The Board, with the assistance of the NC, has conducted an annual assessment of the independence of all INEDs of the Company. The Board is satisfied with the level of independence demonstrated by each INED, considering their tenure with the Company, their independent character, their ability to provide constructive challenge and the absence of any relationships or circumstances that could compromise their judgement. As at the date of this report, none of the INEDs have served on the Board for more than nine (9) years.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

II. BOARD COMPOSITION (Cont'd)

5.5 Appointment of Board and Senior Management

The Board believes that a diverse Board is essential in providing broader perspectives, strengthening decision-making and supporting the long-term success of the Group. The NC plays a key role in identifying and recommending suitable candidates for Board appointments. In assessing potential candidates, the NC considers a range of factors including the candidate's qualifications, experience, integrity, competence, independence, time commitment and potential contribution to the Group.

The Company has adopted a Board and Senior Management Diversity Policy, which aims to promote diversity in the Board's composition while ensuring that the Board collectively possesses the appropriate mix of skills, experience and expertise required to support the Company's strategic direction. In addition, the Board adopted the Directors' Fit and Proper Policy in May 2022, which establishes a formal and transparent framework for the appointment and re-election of Directors. The policy is reviewed periodically and was most recently updated in November 2025.

During FY2025, following a comprehensive assessment of the candidate's qualifications, experience and alignment with the Directors' Fit and Proper Policy, the NC recommended the appointment of Mr Lim Chien Ch'eng as an INED, which was approved by the Board and became effective in June 2025. The NC did not utilise independent external search firms for this appointment as the candidate was identified through professional networks and the NC was satisfied that he possessed the relevant experience, professional standing, integrity and competencies.

Prior to recommending any Board appointment, the Chairman and the NC consider whether the prospective Director is able to devote sufficient time and commitment to effectively discharge his or her responsibilities. Directors may accept external directorships provided that such appointments do not create COI or compromise their ability to discharge their duties to the Company and are required to notify the Chairman and the Company Secretaries before accepting any new external directorships.

All Directors demonstrated strong commitment during FY2025, as reflected by their full attendance at scheduled and ad-hoc Board and Board Committee meetings.

5.6 Identify Candidates for Board Appointment

Pursuant to the TOR of the NC, the NC is responsible for identifying, evaluating and recommending suitable candidates for appointment to the Board. While the Board retains the ultimate responsibility for appointing new Directors, the NC undertakes the screening and initial selection process before making its recommendation. In identifying potential candidates, the NC considers individuals from a range of sources, including recommendations from existing Directors, Management, industry contacts and external parties and may engage independent professional search firms where appropriate.

The Company practises a clear and transparent nomination process, which generally involves the following stages:

- Stage 1: Identification of potential candidates
- Stage 2: Evaluation of candidates' suitability based on the Board's required mix of skills and experience
- Stage 3: Meeting with shortlisted candidates to assess their suitability and availability
- Stage 4: Final deliberation by the NC
- Stage 5: Recommendation to the Board for approval

During FY2025, the above process was applied for the appointment of Mr Lim Chien Ch'eng as an INED.

The Board is satisfied that the nomination process undertaken was objective, transparent and aligned with the Company's governance framework.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

II. BOARD COMPOSITION (Cont'd)

5.7 Re-election of Directors at the General Meeting

In accordance with the Company's Constitution, all Directors who are appointed by the Board are subject to re-election by the shareholders in the next AGM subsequent to their appointment. At least one-third (1/3) of the Directors are required to retire from office by rotation annually and are subject to re-election at each AGM. All Directors shall retire from office at least once in every three (3) years but shall be eligible for re-election, in line with the MMLR of Bursa Securities.

The performance and contribution of Directors seeking re-election are assessed through the annual Board evaluation process, which includes an assessment of the independence of INEDs. Based on this evaluation, the NC makes recommendations to the Board on whether the retiring Directors should be put forward for re-election. The Board and the NC have reviewed the performance of the retiring Directors who offered themselves for re-election at the 7th AGM and were satisfied that they continue to demonstrate the necessary commitment, experience and effectiveness in discharging their roles.

5.8 Nominating Committee

The NC is chaired by an INED, namely Mr Lim Chien Ch'eng, in line with the recommendation of the MCCG. In accordance with the TOR of the NC, the NC comprises no fewer than three (3) members, all of whom are Non-Executive Directors, with a majority being Independent Directors. As at the date of this report, the NC comprises exclusively INEDs:

- Mr Lim Chien Ch'eng – Chairman (INED)
- Dato' Ooi Hooi Kiang – Member (INED)
- Dr. Kong Siew Mui – Member (INED)

The TOR of the NC is available on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/>

The attendance of the NC at the NC meetings held during FY2025 is tabulated below:

Designation	Directors	Attendance
Chairman	Mr Lim Chien Ch'eng (<i>appointed on 1 June 2025</i>)	1/1
Member	Dato' Ooi Hooi Kiang	3/3
Member	Dr. Kong Siew Mui	3/3
Former Chairman	Dato' Seri Wong Siew Hai (<i>retired on 28 May 2025</i>)	2/2

During FY2025, the NC convened three (3) meetings and carried out, among others, the following key activities:

- Reviewed the effectiveness of the Board and its Committees and reported the results to the Board;
- Assessed the independence of Independent Directors;
- Reviewed the re-election of Directors retiring at the Company's 7th AGM;
- Reviewed the performance of the Executive Directors and the Group CFO and reported the outcome to the Board;
- Reviewed succession planning for the Board and Senior Management to ensure continuity of leadership and alignment with the Group's strategic objectives;
- Assessed the skills, knowledge and experience required by the Board and recommended the appointment of Mr Lim Chien Ch'eng as an INED;
- Reviewed and recommended changes to the composition of the Board Committees for the Board's approval;
- Reviewed the redesignation of Mr Khor Lean Heng from Executive Director to Non-Independent Non-Executive Director; and
- Reviewed and recommended amendment to the Directors' Fit and Proper Policy in November 2025.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

II. BOARD COMPOSITION (Cont'd)

5.9 Diversity of Board and Senior Management

5.10 Gender Diversity Policy

The Group recognises the importance of diversity and believes that a diverse Board and Senior Management team enhances decision-making, strengthens governance and supports the sustainable growth of the Group. Diversity is considered across a range of factors including skills, experience, age, cultural background, nationality and gender.

The Company has adopted a Board and Senior Management Diversity Policy, which sets out the Group's commitment to promoting diversity at both Board and leadership levels. The policy provides that appointments to the Board and Senior Management are based on objective criteria, merit and with due regard to diversity, including gender diversity. The Board does not discriminate on the basis of ethnicity, age, gender, nationality, political affiliation, religious belief, marital status, educational background or physical ability.

As at FY2025, the Board comprises 7 Directors, with 2 females, representing 29% female representation. While this is slightly below the 30% threshold recommended under the MCCG, the Board recognises the importance of gender diversity and remains committed to strengthening diversity at the Board level. The Board remains committed to achieving at least 30% women representation and will continue to consider qualified female candidates in all future Board appointments, ensuring that female candidates are included in the shortlist where suitable.

The Board and Senior Management Diversity Policy was updated and approved on 26 November 2024 to further strengthen the Group's commitment to gender diversity and inclusive leadership. As at FY2025, female representation in Senior Management stood at 50%, which exceeds the 30% target for women's participation in Senior Management recommended under Practice 5.10 of the MCCG. The Board will continue to monitor diversity across the organisation as part of its ongoing review of Board and leadership composition.

6.0 Overall Effectiveness of the Board and Individual Directors

6.1 Annual Evaluation for Board Effectiveness and Composition Enhancement

For FY2025, the Board conducted an annual evaluation of the effectiveness of the Board, Board Committees and individual Directors, facilitated internally by the Company Secretaries, with oversight from the NC. The assessment was carried out using structured evaluation questionnaires, allowing Directors to provide feedback on various aspects including:

- The effectiveness and composition of the Board;
- The performance of the Board Committees;
- The quality of information provided to the Board;
- Boardroom processes and decision-making;
- The relationship between the Board and Management; and
- Oversight of ESG and sustainability matters.

The responses were anonymised and aggregated to encourage open and candid feedback, and the findings formed the basis for a facilitated discussion among the Directors. In addition, all Independent Directors confirmed their independence through annual written declarations, which were reviewed by the NC.

Following the assessment, the NC concluded that the Board and its Committees continue to operate effectively, with an appropriate size, composition and balance of skills, experience and independence. The Independent Directors were also assessed to have demonstrated objectivity and independence in their contributions during Board deliberations.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

II. BOARD COMPOSITION (Cont'd)

6.1 Annual Evaluation for Board Effectiveness and Composition Enhancement (Cont'd)

The Board is cognisant of the MCCG recommendation for Large Companies to engage an independent expert for a board evaluation every three years. However, following a period of strategic board renewal, the Board currently considers its structure to be in a transition phase. To ensure that an external assessment yields truly representative and value-added insights, the Board has elected to defer such engagement until the composition has fully stabilised. For FY2025, the Board conducted an internal evaluation and remains satisfied that the existing process is sufficiently objective and effective in driving Board performance and accountability.

The attendance of the Directors at Board meetings held during FY2025 is tabulated below:

Directors	Attendance during tenure in office
Dato' Ooi Boon Chye	4/4
Dato' Seri Tan Eng Kee	4/4
Mr Khor Lean Heng	4/4
Dato' Ooi Hooi Kiang	4/4
Dr. Michael Dominic Kirk	4/4
Dr. Kong Siew Mui	4/4
Mr Lim Chien Ch'eng (<i>appointed on 1 June 2025</i>)	2/2
Dato' Seri Wong Siew Hai (<i>retired on 28 May 2025</i>)	2/2

Following a comprehensive review of the Board, Committees and individual Director performances, the NC has confirmed that the Board operated effectively and with dedication to their responsibilities.

The Directors are conscious of the importance of keeping abreast with the latest changes and developments in legal and regulatory governance. The Company prioritises ongoing training and professional development for Directors, ensuring they are briefed on regulatory updates, guidelines, accounting standards and other relevant trends or issues. Throughout FY2025, Company Secretaries, External Auditors and/or the Group CFO kept Directors informed about changes in laws and regulations, including the CA 2016, MMLR, MCCG and relevant accounting standards.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

II. BOARD COMPOSITION (Cont'd)

6.1 Annual Evaluation for Board Effectiveness and Composition Enhancement (Cont'd)

As of 2025, all Directors had attended the Mandatory Accreditation Programme Part II: Leading for Impact, which included training on sustainability-related matters. In compliance with the MMLR, the trainings attended by the Directors during FY2025 are as follows:

Directors	Trainings
Dato' Ooi Boon Chye	<ul style="list-style-type: none"> Enhanced COI Framework Corruption Risk Management
Dato' Seri Tan Eng Kee	<ul style="list-style-type: none"> Enhanced COI Framework Cybersecurity Awareness (Refresher FY2025) Annual ISO 9001 (Refresher FY2025) Corporate Liability & Ethical Framework Awareness (Refresher FY2025) Corruption Risk Management Confidentiality and Personal Data Protection Awareness (Refresher FY2025) Annual Environmental, Health and Safety ("EHS") Training (Refresher FY2025)
Mr Khor Lean Heng	<ul style="list-style-type: none"> Enhanced COI Framework Cybersecurity Awareness (Refresher FY2025) Talent Identification and Succession Planning Annual ISO 9001 (Refresher FY2025) Corporate Liability & Ethical Framework Awareness (Refresher FY2025) Corruption Risk Management Confidentiality and Personal Data Protection Awareness (Refresher FY2025) Annual EHS Training (Refresher FY2025)
Dato' Ooi Hooi Kiang	<ul style="list-style-type: none"> Enhanced COI Framework Corruption Risk Management
Dr. Michael Dominic Kirk	<ul style="list-style-type: none"> Enhanced COI Framework Corruption Risk Management
Dr. Kong Siew Mui	<ul style="list-style-type: none"> Enhanced COI Framework Corruption Risk Management
Mr Lim Chien Ch'eng	<ul style="list-style-type: none"> Mandatory Accreditation Programme Part II: Leading for Impact ("LIP") Corruption Risk Management

In addition, Company Secretaries proactively notify Directors about upcoming conferences and seminars relevant to their roles. Upon review, the Board concluded that the Directors' trainings for FY2025 were adequate.

III. REMUNERATION

7.0 Level and Composition of Remuneration

7.1 Remuneration Policy

The Board has adopted a Remuneration Policy for the remuneration of Directors and Key Principal Officers, aimed at attracting and retaining highly qualified and experienced individuals to drive the Company's strategy, objectives, values and long-term interests. The Remuneration Policy aligns the interests of Directors and Key Principal Officers with those of shareholders by linking rewards to both the Group and individual performance, thereby supporting long-term sustainability.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

III. REMUNERATION (Cont'd)

7.1 Remuneration Policy (Cont'd)

It provides competitive remuneration packages tailored to roles, responsibilities, expertise, market conditions and relevant benchmarks, designed to motivate and retain key talent. In determining Director remuneration, the RC considers factors including alignment with the Group's objective, culture and strategy; industry and market remuneration practices; Group performance and individual contributions; and responsibilities, accountability and effort required.

Non-Executive Directors' fees reflect their time, contribution and responsibilities, while Executive Directors' packages are based on expertise, knowledge and experience, providing comprehensive coverage of fees, salaries, allowances, bonuses and benefits-in-kind. The Board and RC regularly review the Remuneration Policy's appropriateness and relevance, with the latest update in November 2024.

The Company also has in place a Long-Term Incentive Plan ("LTIP") comprising Share Grant Plan ("SGP") and Share Option Plan ("SOP"). Both schemes are administered by the LTIP Committee, which also reports to the RC.

The Remuneration Policy is publicly available on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/>

7.2 Remuneration Committee

The RC, delegated by the Board, is responsible for implementing the Company's Remuneration Policy and reviewing remuneration packages for Directors and Key Principal Officers. The RC makes recommendations to the Board on the remuneration of the Board and Key Principal Officers in accordance with the guiding principles of the policy. The RC comprises exclusively INEDs and operates under written TOR, which defines its authority, duties and access to resources and information.

The TOR is available on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/>

The current members of the RC are as follows:

- Dr. Kong Siew Mui – Chairman (INED)
- Dato' Ooi Hooi Kiang – Member (INED)
- Mr Lim Chien Ch'eng – Member (INED)

The attendance of the RC at the RC meetings held during FY2025 is tabulated below:

Designation	Directors	Attendance
Chairman	Dr. Kong Siew Mui	2/2
Member	Dato' Ooi Hooi Kiang	2/2
Member	Mr Lim Chien Ch'eng (<i>appointed on 1 June 2025</i>)	1/1
Member	Dato' Seri Wong Siew Hai (<i>retired on 28 May 2025</i>)	1/1

In FY2025, the RC conducted its annual review of Executive Directors' and CFO's remuneration and submitted recommendations to the Board for approval. This review ensures that remuneration packages remain competitive to attract, retain and motivate high-calibre executives with the requisite skills and experience to manage the Group effectively and achieve its long-term objectives. Executive Directors do not participate in decisions regarding their own remuneration.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

III. REMUNERATION (Cont'd)

7.2 Remuneration Committee (Cont'd)

Remuneration for INEDs reflects their effort, time commitment and responsibilities, including basic fees, meeting allowances and reimbursement of reasonable expenses, ensuring that incentives do not conflict with their duty to provide objective and independent judgement. Proposed Directors' fees and benefits for the period from the day after the forthcoming 8th AGM until the next AGM will be tabled for shareholders' approval.

The Company also provides Directors & Officers ("D&O") insurance to cover liabilities arising from acts committed in their capacity as D&O, excluding liabilities arising from proven negligence, fraud, dishonesty or breach of duty.

8.0 Remuneration of Directors and Key Senior Management

8.1 Directors' Remuneration

The detailed disclosure on a named basis for the remuneration of individual Directors, including the breakdown of fees, salary, bonus, benefits-in-kind and other emoluments received from the Company and its subsidiary for FY2025 is as disclosed below:

No	Name	Directorate	Company (RM'000)							Group (RM'000)						
			Fee	Meeting Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Meeting Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Dato' Seri Tan Eng Kee	Executive Director	96	-	-	-	-	-	96	96	-	1,200	865	28	249	2,438
2	Khor Lean Heng	Executive Director	96	-	-	-	-	-	96	96	-	483	178	10	81	848
3	Dato' Ooi Boon Chye	Independent Director	96	5	-	-	-	-	101	96	5	-	-	-	-	101
4	Dato' Ooi Hooi Kiang	Independent Director	96	9	-	-	-	-	105	96	9	-	-	-	-	105
5	Dr Michael Dominic Kirk	Independent Director	96	9	-	-	-	-	105	96	9	-	-	-	-	105
6	Dr. Kong Siew Mui	Independent Director	96	9	-	-	-	-	105	96	9	-	-	-	-	105
7	Lim Chien Ch'eng	Independent Director	56	4	-	-	-	-	60	56	4	-	-	-	-	60
8	Dato' Seri Wong Siew Hai	Independent Director	39	5	-	-	-	-	44	39	5	-	-	-	-	44

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

III. REMUNERATION (Cont'd)

8.2 Key Senior Management's Remuneration

8.3 Disclosure of Detailed Remuneration (Step Up)

The Company did not disclose the top five Key Senior Management's remuneration on a named basis in RM50,000 bands due to the confidential and sensitive nature of such information. Given the highly specialised skills required in the Company's business, retaining top talent is critical in a competitive industry. Disclosure of individual remuneration also involves personal data under the Personal Data Protection Act 2010, which requires written consent from the respective personnel, and could impact staff morale and security.

As an alternative, the Company has disclosed the aggregate remuneration of its top eight (8) Key Senior Management for FY2025 on a Group basis as below:

Remuneration Component	RM'000
Salary and other emoluments *	3,927
Contributions to defined contribution plan	543
Benefits-in-kind	596
Total	5,066

* Including salary, bonus, LTIP and allowances chargeable to income tax

Key Senior Management performance is evaluated annually against pre-set targets. Remuneration packages are reviewed each year and adjusted based on both individual performance and contributions, as well as the Company's overall performance.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

I. AUDIT COMMITTEE

9.0 Effective and Independent Audit Committee

9.1 Chairman of the Audit Committee

The Board has established an ARMC to assist the Board in overseeing financial reporting, internal controls, risk management and the performance of the External Auditors. The ARMC reports directly to the Board on all audit-related matters.

The ARMC is chaired by Dato' Ooi Hooi Kiang ("Dato' Ooi"), who is not the Chairman of the Board, ensuring the objectivity of the Board's review of the ARMC's findings and recommendations. The Committee comprises four (4) INEDs, with at least one member possessing competence in finance and audit. The current ARMC composition is in compliance with Paragraph 15.10 of the MMLR and Practice 9.1 of the MCCG.

During FY2025, under Dato' Ooi's leadership, the ARMC:

- Reviewed the External Auditors' audit report and ensured all audit matters were addressed;
- Met with the External Auditors twice without Management present and received assurance that there were no issues or concerns of fraud requiring disclosure;
- Met with the Internal Auditors once without Management present to discuss internal control matters and provide feedback for improvement;
- Communicated any concerns affecting the Company's financial reporting or audit to the External Auditors;

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (Cont'd)

I. AUDIT COMMITTEE (Cont'd)

9.1 Chairman of the Audit Committee (Cont'd)

During FY2025, under Dato' Ooi's leadership, the ARMC: (Cont'd)

- Ensured that the internal audit function is effective and independent, with sufficient coverage as detailed under Practice 11.1 of the CG Report;
- Reviewed the audit plans of both External and Internal Auditors to ensure adequate audit coverage; and
- Monitored compliance by Directors and Key Senior Management with the enhanced MMLR on COI, including disclosure of any actual or potential COI in competing businesses.

An overview of the membership, composition and summary of work carried out by the ARMC during FY2025 is set out in the ARMC Report contained in this Annual Report.

9.2 Former Key Audit Partner

In line with the MCCG, the TOR of the ARMC and the External Auditors Assessment Policy requires a cooling-off period of at least three (3) years before any former partner of the Company's external audit firm and/or its affiliate (including those providing advisory, tax or consulting services) can be appointed as a member of the ARMC. This safeguards the independence and objectivity of the External Auditors.

To date, no former audit partner has been appointed to the ARMC, and the Board has no intention to appoint any former key audit partner, ensuring the highest level of auditor independence. The ARMC's TOR is available on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/>

9.3 Suitability, Objectivity and Independence of the External Auditors

The Group maintains a transparent and professional relationship with its External Auditors through the ARMC, guided by the principles of the MCCG. The ARMC has adopted an External Auditors Assessment Policy, which sets out the procedures for assessing the suitability, objectivity, independence and overall performance of the External Auditors. This is aligned with the ARMC's TOR.

In FY2025, the ARMC conducted its annual assessment of Messrs. BDO PLT ("BDO") for the FY2024 audit and was satisfied with their performance and independence. The assessment considered: adequacy of audit scope; ability to meet audit deadlines; timeliness in escalating audit issues to the ARMC; allocation of resources to significant audit risk areas; and effectiveness of recommendations in addressing prior audit findings, particularly on internal controls. The ARMC also reviewed BDO's Annual Transparency Report to assess measures taken to uphold audit quality and manage risks.

To safeguard auditor independence, the ARMC ensures that External Auditors do not undertake internal audit services; any non-audit services exceeding RM50,000 require prior ARMC approval; and all non-audit services are disclosed in the ARMC Report contained in the Annual Report 2025. BDO conducts its own independence and compliance checks before accepting engagement, ensuring no COI. The ARMC obtained written confirmation from BDO that they remained independent throughout the audit engagement.

Based on the assessment, the ARMC was satisfied with the competence and independence of BDO and recommended their re-appointment to the Board. The Board considers BDO's declaration of independence, integrity and objectivity in their audit report sufficient assurance of independence in accordance with MIA By-Laws, and has proposed their re-appointment for shareholders' approval at the forthcoming AGM.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (Cont'd)

I. AUDIT COMMITTEE (Cont'd)

9.4 Composition of the Audit Committee (Step Up)

In line with the ARMC's TOR, the ARMC is required to have at least three (3) members, all of whom must be Non-Executive Directors, with the majority being independent. The current ARMC is fully comprised of INEDs, ensuring objective oversight of the Company's financial reporting, internal controls and audit processes. Current ARMC members are:

- Dato' Ooi Hooi Kiang – Chairman (INED)
- Dr. Michael Dominic Kirk – Member (INED)
- Dr. Kong Siew Mui – Member (INED)
- Mr Lim Chien Ch'eng – Member (INED)

9.5 Qualification of the Audit Committee

All the members of the ARMC are suitably qualified, financially literate and possess the necessary skills, knowledge and experience to discharge their responsibilities effectively. The Chairman, Dato' Ooi, is a member of the MIA. Collectively, the ARMC has a broad range of expertise to critically review the Group's financial reporting, internal controls and risk management processes. Members are able to challenge Management effectively, applying a critical perspective to ensure financial reporting fairly reflects the Group's operations and performance.

In FY2025, the NC conducted an annual assessment of the ARMC's effectiveness and composition. The NC concluded that the ARMC's size, mix of skills, experience and competencies were appropriate to meet its responsibilities. All ARMC members undertake continuous professional development to remain current on changes in accounting and auditing standards, regulatory requirements and corporate governance practices.

Training programmes, seminars and forums attended by ARMC members during FY2025 are disclosed in Section 6.1 of this Statement.

II. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

10.0 Risk Management

10.1 Effective Risk Management and Internal Control Framework

The Board is responsible for ensuring a sound risk management and internal control framework to safeguard the implementation of its strategy, financial performance and shareholders' interests. Oversight of the Group's risk management processes and control environment is delegated to the ARMC, with monitoring conducted through the Executive Risk Management Committee ("ERMC") via regular reports on key risks, action taken and outcomes.

The Group has in place an ERM Framework, aligned with ISO 31000:2018 Risk Management Standards, which enables identification, assessment and mitigation of risks based on the Board's established risk appetite and tolerance. The Board conducts bi-annual review of key risk exposure areas and internal control arrangements. Strategic, operational, financial, compliance and sustainability risks including climate change, environmental, health & safety, forced labour, bribery and corruption are reported to the Board and ARMC as appropriate.

Management and the outsourced Internal Auditors, Sterling Business Alignment Consulting Sdn Bhd ("Sterling"), regularly review and test the effectiveness of internal controls. Material non-compliance or control lapses and corresponding mitigation measures are reported to the ARMC. External Auditor, BDO PLT also reports internal control weaknesses identified during statutory audit. All audit findings and recommendations are reviewed by the ARMC.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (Cont'd)

II. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK (Cont'd)

10.1 Effective Risk Management and Internal Control Framework (Cont'd)

In FY2025, the ARMC received comprehensive risk reports covering strategic, financial, operational and compliance risks, including climate change-related risks and opportunities. ERM awareness sessions were conducted for all employees to reinforce the importance of risk management and ERM methodology. Based on the established ERM Framework, ARMC reviews the work performed by the Internal and External Auditors, the Board is satisfied that the Group's internal controls and risk management systems were adequate and operating effectively throughout FY2025.

Details are also disclosed in the SORMIC of the Annual Report 2025.

10.2 Features of Risk Management and Internal Control Framework

The Board has disclosed the features and effectiveness of the Group's risk management and internal control framework in the SORMIC of the Annual Report 2025. The Board approves the overall risk management strategies while delegating day-to-day risk oversight to the ARMC and ERMC. Details of the Group's risk management and internal control framework are provided in the SORMIC, which has been reviewed by the Company's External Auditors to ensure transparency and reliability.

10.3 Risk Management Committee (Step Up)

The function of the Risk Management Committee is currently assumed by the ARMC via the ERMC. The ERMC, comprising the Executive Board, Risk Manager and cross-functional management team, reviews the risk management framework on a half-yearly basis and reports to the ARMC through the CFO, where the ARMC members reviewed the risk management framework, policies and risk report of the Group.

11.0 Effective Governance, Risk Management and Internal Control Framework

11.1 Internal Audit Function

11.2 Internal Audit Effectiveness Review

Greatech has outsourced its internal audit function to an independent professional service provider, Sterling, as Internal Auditors ("IA") to assist the ARMC and the Board in discharging their responsibilities. The IA provides independent and objective assurance and advisory services to enhance the efficiency and effectiveness of the Group's operational and internal control systems.

The IA perform audit engagements according to the annual audit plan for FY2025 as approved by the ARMC, covering the conduct of audit planning, execution, documentation, communication of findings, consultations and follow-up on action items with key stakeholders, in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors. The IA have unrestricted access to information, records, personnel and properties to perform their responsibilities. They report directly to the ARMC.

During FY2025, the ARMC assessed the performance of the Internal Audit function and was satisfied that it had adequate resources, is staffed by suitably qualified and experienced personnel, and that the IA remain free from any relationships or COI that could impair their objectivity and independence.

The internal audit work is conducted in accordance with the International Standards for the Professional Practice of Internal Auditing and adopts the Committee of Sponsoring Organisations of the Treadway Commission ("COSO") Internal Control – Integrated Framework as a basis for evaluating the effectiveness of the Group's internal control system. Sterling is a corporate member of the Institute of Internal Auditors Malaysia ("IIAM"). For FY2025, depending on the scope of review, two (2) to three (3) IA are typically deployed for each Internal Audit review.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (Cont'd)

II. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK (Cont'd)

11.2 Internal Audit Effectiveness Review (Cont'd)

An overview of the Group's risk management and internal controls is set out in the SORMIC of this Annual Report.

The Board concluded that the risk management and internal control framework of the Group is adequate and effective for FY2025.

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

I. ENGAGEMENT WITH STAKEHOLDERS

12.0 Communication with Stakeholders

12.1 Effective, Transparent and Regular Communication with its Stakeholders

The Board recognises the importance of effective, transparent and timely communication with stakeholders as a key component of good corporate governance. The Company is committed to ensuring that shareholders, investors and other stakeholders have access to relevant, accurate and timely information to facilitate informed decision-making and to build trust and confidence in the Group.

Shareholders, Investors and the Financial Community

The Group has established an Investor Relations ("IR") Policy which sets out the principles and practices governing the Company's engagement with shareholders, prospective investors and the financial community. The IR Policy outlines the Company's approach to the timely dissemination of material information, management of market rumours, closed period communications and compliance with insider trading restrictions in accordance with Chapter 9 of the MMLR. The Company manages its IR function internally, led by the Group CEO, with support from the CFO and Corporate Affairs Manager.

During FY2025, the senior management team maintained regular engagement with shareholders, analysts, fund managers and the media through various platforms, including analyst briefings and conference calls; investor and analyst meetings, including one-to-one and small group sessions; shareholders' briefing and engagement during the AGM; ad-hoc meetings and site visits. The Chairman and INEDs are also available to engage with investors when appropriate.

The outcomes of these engagements, including stakeholder feedback and concerns, are communicated to the Board and relevant Board Committees to facilitate informed decision-making. Analyst reports relating to the Company are also shared with the Board periodically.

The AGM serves as an important platform for shareholders to engage directly with the Board and Management. In 2025, the Company held a physical AGM, where shareholders were also provided the opportunity to submit questions via email prior to the meeting.

The Company's corporate website serves as an important communication platform and information resource for stakeholders. The website includes a dedicated Investor Relations section, where stakeholders can access corporate announcements, quarterly and annual financial results, annual reports and other relevant information released to Bursa Securities. The Board reviews and approves all material disclosures and communications to investors, including financial results announcements, the Annual Report and announcements on significant corporate developments.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (Cont'd)

I. ENGAGEMENT WITH STAKEHOLDERS (Cont'd)

12.1 Effective, Transparent and Regular Communication with its Stakeholders (Cont'd)

Employees

The Group promotes open and transparent communication with employees through various engagement platforms. The CEO regularly conducts town hall sessions, while employees are also encouraged to provide feedback through performance reviews, line management channels, human resources engagement and internal communication platforms. During FY2025, the Group conducted a company-wide employee engagement survey to better understand employee satisfaction and engagement levels. Findings and employee feedback were shared with Management and reported to the Board.

Other Stakeholders

The Board recognises the importance of maintaining constructive relationships with other stakeholders, including customers, suppliers, regulators and the wider community. The Group's approach to stakeholder engagement and interaction with key stakeholder groups is further outlined in the Sustainability Report within the Annual Report 2025.

12.2 Integrated Reporting

The Company has not yet adopted integrated reporting based on a globally recognised framework as recommended under the MCCG. Nevertheless, the Board acknowledges that integrated reporting enhances the quality of disclosures, providing greater transparency, accountability and value to stakeholders.

The Annual Report 2025 already incorporates comprehensive financial and non-financial information of the Group, including Management Discussion and Analysis, Corporate Governance Overview Statement, Sustainability Report and SORMIC, which collectively reflect key elements of integrated reporting. In addition, the Sustainability Report provides a detailed overview of the Group's governance practices and stakeholder initiatives, while the Climate Report has been aligned with the IFRS S2 Sustainability Disclosure Standards.

The Board recognises that transitioning to integrated reporting is a progressive process requiring cross-functional alignment, and the Company will continue to enhance its internal processes and systems in this direction. The Company will progressively evaluate and strengthen its reporting framework and will consider adopting integrated reporting when the Board opines that the benefits of such adoption outweigh the associated costs and implementation requirements.

II. CONDUCT OF GENERAL MEETINGS

13.0 Engagement with Shareholders

13.1 Notice of Annual General Meeting

The AGM serves as the principal platform for dialogue and engagement between the Board and shareholders, where the Group's performance and strategic direction are communicated. For the 7th AGM held on 28 May 2025, the Notice of AGM, Annual Report 2024 and Share Buy-Back Statement were issued on 29 April 2025, providing shareholders with at least 28 days' notice. This exceeds the minimum 21-day requirement under the CA 2016 and aligns with the 28-day notice period recommended under the MCCG, thereby allowing shareholders sufficient time to consider the proposed resolutions.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (Cont'd)

II. CONDUCT OF GENERAL MEETINGS (Cont'd)

13.1 Notice of Annual General Meeting (Cont'd)

Shareholders who are unable to attend the AGM may appoint proxies to participate, vote and raise questions on their behalf. The Company adopts electronic communication by publishing the Annual Report and Notice of AGM on the Company's website: <https://greatech-group.com/en/investor-relations/shareholders-meeting/> and the Bursa Securities' website: <https://www.bursamalaysia.com>, while also providing hard copies to shareholders upon request. In addition, the Notice of AGM is published in a nationally circulated daily newspaper within the prescribed timeframe.

The Notice of AGM includes explanatory notes and relevant background information for each proposed resolution to facilitate informed decision-making by shareholders. It also outlines alternative participation arrangements, including submission of questions in advance and voting by appointing the Chairman of the meeting as proxy.

13.2 Directors' Participation at General Meetings

The Board views the AGM or other general meetings as an important platform for direct engagement with shareholders and encourages active participation. At the 7th AGM held on 28 May 2025, all Directors were in attendance, together with the Company Secretary, External Auditors and the Senior Management. The meeting included presentations by the Group CEO and CFO on the Group's performance, key developments and financial results and outlook, followed by a Q&A session where shareholders were invited to raise questions prior to the tabling of resolutions.

The Chair of the respective Board Committees, Directors, Company Secretary, CFO and the Group's External Auditors were available to provide meaningful and relevant responses to shareholders' queries. The results of all resolutions were announced to Bursa Securities immediately after the AGM, while the minutes of the AGM, including Directors' attendance, key questions raised and responses provided, as well as voting outcomes, are published on both the Company's website and Bursa Securities' website for public access.

During FY2025, there were no significant contentious issues raised by shareholders.

13.3 Voting

The Company leveraged technology to enhance the efficiency and integrity of the voting process at the 7th AGM. All resolutions were conducted via electronic poll voting, enabling accurate and transparent tabulation of results. An independent scrutineer was appointed to validate the voting outcomes, which were displayed in real time during the meeting and confirmed by the Chairman. Subsequently, the poll results were announced via Bursa LINK on the same day.

The 7th AGM recorded a strong shareholder participation rate, with approximately 73.9% of the Company's total issued share capital represented, reflecting a high level of shareholding engagement.

The Company will continue to assess the adoption of hybrid general meetings to facilitate remote shareholder participation and voting in absentia, taking into consideration cost, operational readiness and the overall effectiveness of such arrangements, and will ensure that appropriate cyber security and data protection measures are in place to support any future digitalisation of general meeting processes.

13.4 Interaction with Shareholders in General Meetings

The AGM serves as an important platform for meaningful engagement between the Board, Senior Management and shareholders.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (Cont'd)

II. CONDUCT OF GENERAL MEETINGS (Cont'd)

13.4 Interaction with Shareholders in General Meetings (Cont'd)

The Chairman of the 7th AGM ensured that the meeting was conducted in an interactive manner, with sufficient time allocated for shareholders to raise questions and engage in constructive dialogue. Shareholders were encouraged to submit questions in advance via a dedicated email address (enquiry@greatech-group.com), as well as to raise questions during the meeting.

At the 7th AGM, the Group CEO and CFO presented an overview of the Group's business, financial performance for FY2024, key developments and future strategies. The questions raised by shareholders covered both financial and non-financial matters, including the Group's operations and ongoing business development. The Chairman, together with the Board, CEO and CFO, ensured that all questions received were addressed with clear and meaningful responses. In addition, written queries from the Minority Shareholders Watch Group were presented during the AGM along with the Company's responses, further enhancing transparency and shareholder engagement.

The Board is satisfied that the AGM was conducted in a manner that facilitated effective communication and active participation from shareholders.

13.5 Minutes of the General Meeting

The Minutes of the 7th AGM, which record the proceedings of the meeting including key matters discussed, questions raised by shareholders and the Company's responses, were made available on the Company's website: <https://greatech-group.com/en/investor-relations/shareholders-meeting/> within 30 business days after the conclusion of the AGM.

This timely disclosure ensures that shareholders and investors, including those who were unable to attend the meeting, are kept informed of the discussions and outcomes of the AGM.

This Statement is made in accordance with a resolution of the Board of the Directors.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

The Board of Directors ("Board") of Greatech Technology Berhad ("Greatech" or "Company") is pleased to present the Audit and Risk Management Committee ("ARMC") Report, providing insights into the ARMC's functions for the Company and its subsidiaries ("Group") for the financial year ended 31 December 2025 ("FY2025").

INTRODUCTION

The ARMC was established by the Board of the Company on 20 August 2018. Its primary role is to assist the Board in discharging its statutory duties and responsibilities relating to the accounting and financial reporting practices of the Group. The ARMC also focuses on monitoring the management of risk and the system of internal control, overseeing the external and internal audit processes, ensuring compliance with legal and regulatory matters and addressing other specific matters delegated to the ARMC by the Board.

The ARMC operates under its Terms of Reference ("TOR") which outline its authority, duties and functions. The TOR is periodically assessed, reviewed and updated by the ARMC members to align with changes in regulatory requirements, direction or strategies of the Company. Any recommended changes are subject to the Board approval.

The TOR of the ARMC, which was updated in 26 February 2026, is accessible on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/>.

COMPOSITION

As of FY2025, the ARMC comprises four (4) members of the Board, all of whom are Independent Non-Executive Directors ("INEDs"), as follows:

Dato' Ooi Hooi Kiang	-	Chairman/INED
Dr. Kong Siew Mui	-	Member/INED
Dr. Michael Dominic Kirk	-	Member/INED
Mr Lim Chien Ch'eng (<i>Appointed as member of ARMC w.e.f. 1 June 2025</i>)	-	Member/INED

The above composition aligns with Paragraphs 15.09(1) and (2) of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and Step-Up Practice 9.4 of the latest Malaysian Code on Corporate Governance ("MCCG"), in achieving good corporate governance by having an Audit Committee solely composed of Independent Directors.

The Chairman of the ARMC, Dato' Ooi Hooi Kiang is not the Chairman of the Board, which is in line with Practice 9.1 of the MCCG. Dato' Ooi Hooi Kiang is a member of the Malaysian Institute of Accountants ("MIA"). As such, the composition of ARMC meets the requirement of Paragraph 15.09(1)(c)(i) of the MMLR, which mandates that at least one member of the ARMC must be a member of MIA.

All ARMC members possess financial literacy and bring diverse backgrounds, experiences and knowledge in areas such as accountancy, finance, commercial activities, corporate services, mergers and acquisitions and investment. The Nominating Committee ("NC") conducted a performance review of the ARMC members for FY2025 on 23 February 2026. Based on the review results, the NC expressed satisfaction that the ARMC and its members effectively discharged their functions, duties and responsibilities in accordance with the ARMC's TOR. The ARMC has consistently supported the Board in upholding appropriate corporate governance standards within the Group.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

MEETINGS

The ARMC held four (4) meetings during FY2025 and the attendance record of the ARMC is tabulated below:

Designation	Directors	Attendance
Chairman	Dato' Ooi Hooi Kiang	4/4
Members	Dr. Kong Siew Mui	4/4
	Dr. Michael Dominic Kirk	4/4
	Mr Lim Chien Ch'eng	2/2
	Dato' Seri Wong Siew Hai (<i>Retired w.e.f. 28 May 2025</i>)	2/2

The ARMC meetings were structured through the use of agendas and relevant meeting papers which were distributed to the ARMC ahead of scheduled meetings. These meetings were of sufficient duration to enable the ARMC to effectively address its agenda, allowing ample time for discussion on emerging issues.

The ARMC meetings were conducted openly and constructively, fostering focused discussion, encouraging questions and accommodating expressions of differing opinions. During the year, the ARMC Chairman invited the Directors who are holding key positions, including the Chief Executive Officer ("CEO"), Chief Project Officer ("CPO"), Chief Financial Officer ("CFO") and finance team to attend regular meetings. Additionally, other pertinent key personnels from the Group were also invited, as needed to provide deeper insights into key issues.

The Committee further noted the retirement of the CPO as of 31 December 2025. Following this transition, the CEO assumed the responsibilities previously held by the CPO to ensure continuity in leadership and oversight of operational and project management functions.

The finance team presented unaudited quarterly financial statements and other financial reporting matters for the ARMC's consideration and subsequent recommendation to the Board for approval, where necessary. The ARMC Chairman reported and highlighted key issues discussed at each ARMC meeting to the Board.

The ARMC Chairman invites the representatives from the Internal Auditors and External Auditors to assist in the ARMC's discussions and consideration of the reports or any outstanding matters or specific issues that require the ARMC's attention in relation to the internal and external audit reviews, improvement recommendations, and to answer questions raised by ARMC members.

Minutes of each ARMC meeting were duly noted by the Board, with the minutes being presented in subsequent Board meetings following the ARMC meeting, ensuring transparency and accountability in the governance process.

ROLES AND RESPONSIBILITIES

ARMC has been entrusted by the Board with the governance and oversight responsibilities pertaining to internal control and risk management systems, as well as ensuring the integrity of financial reporting within the Group. Additionally, the ARMC is tasked with overseeing the Group's internal audit function, managing the relationship with the Group's External Auditor and reporting on its activities to shareholders.

ARMC deliberates the Summary of Internal Audit Reports and the External Auditors' reports, encompassing financial, operational, governance, risk management and control matters during its meeting. The ARMC closely monitors the status of preventive and corrective actions for issues to ensure effective follow-up and resolution.

The system of internal control therefore provides only reasonable, not absolute, assurance against material misstatement or loss.

The system of internal control does, however, provide reasonable assurance that potential issues can be identified promptly and appropriate remedial action taken.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

SUMMARY OF ACTIVITIES

In line with its responsibilities outlined in its TOR, the ARMC discharged its functions and duties for FY2025 through the completion of the following activities:

(I) FINANCIAL PERFORMANCE AND REPORTING

- reviewed the four (4) unaudited quarterly consolidated financial results, as well as the year-end financial statements of the Group. During the review, the CFO and Finance Manager were invited to present and address queries from the ARMC, focusing particularly on changes in the accounting policies and related disclosures, significant and unusual events identified during the audit, the going concern assumption, compliance with financial reporting standards and legal requirements, significant matters highlighted in the financial statements and significant judgements made by Management.
- recommended the financial results to the Board for consideration and approval after being satisfied with the clarification and justification provided by the Management.
- discussed with Management critical accounting principles and standards applied, emphasis on accounting estimates and deliberated on taxation issues that could impact the financial results.
- reviewed and approved Management's assessment of the Group's prospects and longer-term visibility as presented in the quarterly unaudited consolidated financial results and Annual Report.
- confirmed with Management and External Auditors that the Group's and the Company's audited financial statements were prepared in compliance with applicable Financial Reporting Standards.
- reported findings on the financial performance, Management's performance and other significant matters to the Board for their consideration.

(II) OVERSIGHT OF EXTERNAL AUDITORS

- reviewed the external audit reports and assessed the auditor's findings, along with Management's responses, regarding the audit for FY2025.
- reviewed and approved the External Auditors' Audit Planning Memorandum for FY2025 outlining materiality, scope of work including audit risk areas, audit approach, audit focus area and timeline for interim review and year-end audit, as well as the audit fees at the meeting held on 20 November 2025. The ARMC considered and agreed the scope and materiality to be applied to the Group audit and its components. Key audit matters and the audit approach to these matters are discussed in the Independent Auditor's Report of this Annual Report, which also highlights the other significant matters that the External Auditors drew to the ARMC's attention. The ARMC also noted the External Auditors' independence check and confirmation procedures carried out in the firm as well as no conflict of interest for rendering their non-audit services to the Group.
- reviewed non-audit fees and assessed the level of non-audit services provided by the External Auditors to ensure independence and absence of conflict of interest. The ARMC having considered the nature, scope and amount of non-audit fees, was satisfied that there was no conflict of interest and that the non-audit services would not impair the independence of the External Auditors.
- discussed with External Auditors the applicability and the impact of new and revised accounting standards and financial reporting regimes issued by the Malaysian Accounting Standards Board.
- held 2 private sessions with External Auditors on 14 February 2025 and 20 November 2025, facilitating discussions on key audit challenges without the presence of Executive Board members and Management.
- evaluated External Auditors' suitability, objectivity and independence, considering technical competencies, audit quality and manpower resource sufficiency to perform the audit of the Group. The evaluation was carried out with reference to the Annual Transparency Report issued by the audit firm. Also reviewed the reasonableness of the audit fees charged against the size and complexity of the Group.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

SUMMARY OF ACTIVITIES (Cont'd)

In line with its responsibilities outlined in its TOR, the ARMC discharged its functions and duties for FY2025 through the completion of the following activities: (Cont'd)

(II) OVERSIGHT OF EXTERNAL AUDITORS (Cont'd)

- recommended to the Board the re-appointment of External Auditors to shareholders at the Annual General Meeting of the Company based on the evaluation of their performance and independence.

(III) OVERSIGHT OF INTERNAL AUDIT ("IA")

- reviewed and approved the IA plan for FY2025, ensuring alignment with the Group's strategic objectives and risks. The plan's scope and areas of focus were thoroughly discussed and challenged to provide adequate coverage deemed appropriate by the ARMC. Make enquiries as to the Internal Auditors' resources, expertise, professionalism and independence to meet planned audit activities across the Group.
- reviewed all IA reports issued by the Internal Auditors, acknowledging observations, recommendations and Management's responses.
- engaged in discussions during ARMC meetings on significant reported matters with Management and Internal Auditors to establish a common understanding of issues and Management's commitment to enhancing the current system of internal control. Significant internal control matters were reported to the Board.
- reviewed the implementation status of corrective action resulting from audit recommendations, ensuring timely resolution of identified key risks and control lapses. The ARMC closely monitored the status of corrective actions until completion.
- evaluated the adequacy of the scope, functions, competency and performance of the IA function, assessing the comprehensiveness of its coverage across Group activities.

(IV) Related Party Transactions

- reviewed and confirmed with the Management on a quarterly basis if any related party transaction or recurrent related party transaction entered by the Group which are required to be transacted at an arm's length basis and on terms not more favourable than those generally available to the public and are in the best interest of the Group; are fair, reasonable and on normal commercial terms; and are not detrimental to the interests of the minority shareholders of the Company.

(V) Oversight of Internal Control and Corporate Governance Matters

- reviewed and confirmed the accuracy of ARMC Meeting minutes.
- reviewed the impact of regulatory changes and ensured Company and Group compliance.
- received updates on the Group's readiness and preparations for corporate sustainability reporting including regulatory developments and implementation plans.
- received an annual briefing from Management on the Group's taxation matters, covering tax compliance status, relevant regulatory and external developments and material tax-related projects.
- reviewed the proposed extension of the Group's Property Valuation.
- reviewed the Foreign Exchange Risk Management and Hedging Policy.
- reviewed and recommended the ARMC Report and Statement on Risk Management and Internal Control ("SORMIC") to the Board for approval and inclusion in the Annual Report 2024.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

SUMMARY OF ACTIVITIES (Cont'd)

In line with its responsibilities outlined in its TOR, the ARMC discharged its functions and duties for FY2025 through the completion of the following activities: (Cont'd)

(VI) Risk Management and Internal Control

- reviewed the adequacy and effectiveness of risk management and internal control systems implemented within the Group.
- received updates from the consultant, YNC Business Consulting Sdn Bhd:
 - i. on 14 February 2025 and 20 August 2025, the ARMC deliberated on the assessment of climate change-related risks and opportunities affecting the Group's business operations, as well as the Enterprise Risk Management principal risk findings. These assessments are pivotal in identifying and prioritising management actions within the loss prevention programme, including the adoption of relevant corrective measures and strategic investments in resilience initiatives to effectively manage and navigate the potential impacts arising from climate-related and enterprise risks.
 - ii. on 20 November 2025, regarding the Corruption Risk Management Assessment, evaluating the adequacy of existing anti-corruption controls and identifying potential areas of exposure. This evaluation is essential for reinforcing the organisation's integrity framework, ensuring the implementation of risk-based mitigation strategies to safeguard against legal liabilities and reputational risks.

(VII) Review of Conflict of Interest ("COI") situations

An updated COI Policy which sets out the processes and disclosure obligations to assist the Directors and key senior management of the Group in identifying, disclosing and managing any potential, actual or perceived COI situation has been reviewed by the ARMC and adopted by the Board in August 2023.

In managing COI, the ARMC reviewed the COI situations on a quarterly basis. During the financial year under review, the ARMC reviewed all COI declarations/confirmations received from the Directors of the Company, and the measures taken to resolve, eliminate or mitigate such conflicts and recommended to the Board for approval.

Details of the COI situations, together with the measures taken to address the COI, are disclosed below:

During the financial year, the ARMC reviewed a potential COI arising from the Group CEO's 17.97% minority shareholding in Manz AG. The Group CEO duly declared his interest and abstained from all deliberations. The ARMC noted that the transaction was negotiated and executed with a court-appointed insolvency administrator, who was entirely independent of the Manz AG Board of Directors. Following its assessment, the ARMC determined that the transaction was conducted on an arm's length basis and on normal commercial terms, and concluded that the transaction was fair, reasonable and not detrimental to the interests of the Group or its minority shareholders.

In June 2025, the Company appointed Mr Lim Chien Ch'eng as an Independent Non-Executive Director. Prior to this appointment, the Board and ARMC considered potential COI matters arising from the Company's strategic entry into the contract manufacturing segment, weighted against Mr Lim's existing association with an organisation within the broader manufacturing ecosystem. Following a detailed assessment of the respective market segments and service portfolios, it was concluded that there was no direct business overlap between the two entities. Nevertheless, appropriate safeguards were established, including formal declaration of interests. The ARMC is satisfied that all potential COIs are being appropriately managed in accordance with the Group's COI Policy.

During FY2025, the ARMC was adequately resourced to fulfil its responsibilities effectively. The ARMC had access to all necessary information required to carry out its duties and possessed the authority to seek independent advice as needed. Additionally, the ARMC had the power to investigate any matter falling within its purview. This ensured that the ARMC could operate with autonomy and thoroughness in overseeing governance, risk management and internal control matters within the Group.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

Evaluation of the ARMC

The term of office and performance of the ARMC and each of its members are assessed annually by the NC. The NC reports the outcome of its assessment to the Board. For FY2025, the Board was satisfied that the ARMC has discharged its duties and responsibilities in accordance with the TOR of the ARMC.

Internal Audit ("IA") Function

The IA function of the Group is outsourced to assist the ARMC in fulfilling its duties and responsibilities. The role of the Internal Auditors is to provide independent assessment of the adequacy of the internal control system, ensuring compliance with policies and procedures, involvement in risk management, risk evaluation and recommendation of control activities.

The Group has appointed Messrs. Sterling Business Alignment Consulting Sdn Bhd ("Sterling") as its Internal Auditors since FY2019. Sterling, a professional firm, reports directly to the ARMC, providing the Board with reasonable assurance of adequacy of the IA function's scope, functions and resources.

During FY2025, the work conducted by the Internal Auditors included:

- preparation of the IA Plan based on the direction of the ARMC by taking into consideration the latest developments surrounding the business operating environment and the needs to address concerns arising from the current audits.
- reviewed the internal control system based on the approved IA Plan. Sterling has reviewed critical business processes, identified risks and internal control gaps, assessed the effectiveness and adequacy of the existing state of internal control of the Group and recommended possible improvements to the existing system of internal control.
- presentation of IA Reports incorporating the audit observations, recommendations and management action plans, for review and approval by the ARMC.
- conducting follow-ups on previously issued audit recommendations to ensure implementation of recommendations and management action plans.
- review of Enterprise Risk Management Report and regularly follows up the implementation of different risk management programs.
- review of the sustainability data for the Annual Report 2024.

The total costs incurred for maintaining the IA function of the Group for FY2025 was RM47,570 (FY2024: RM43,213).

The ARMC and Board expressed satisfaction with the performance of the Internal Auditors for FY2025 and have decided to continue outsourcing the IA function for greater independence and continuity.

This ARMC Report is issued in accordance with a resolution of the Board of Directors.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Board of Directors ("Board") is pleased to present the Statement on Risk Management and Internal Control ("Statement") of Greatech Technology Berhad ("Greatech" or "Company"), along with its subsidiaries ("Group"), for the financial year ended 31 December 2025 ("FY2025"). This Statement is in line with Paragraph 15.26(b) of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and Principle B of the Malaysian Code on Corporate Governance ("MCCG"), with guidance from the Statement on Risk Management and Internal Control ("SORMIC") Guide 2025.

The Board recognises the importance of risk management and internal control framework in achieving its objective and sustaining success.

BOARD RESPONSIBILITY

The Board acknowledges its overarching responsibility for establishing and maintaining a system of risk management and internal control, aimed at safeguarding shareholders' interests and protecting the assets of the Group.

The governance structure has been established by the Board to ensure the effective stewardship of risk management and internal control within the Group at all levels. This includes fraud risk, corruption risk and climate-related risks and opportunities. The Board is assisted by the Audit and Risk Management Committee ("ARMC"), which is empowered by its terms of reference to ensure independent oversight of internal control and risk management.

During 2025, the ARMC conducted reviews of internal controls based on internal audits performed by the Internal Auditors. All audit issues, recommendations and Management's actions in response were deliberated thoroughly during the ARMC meetings, with minutes subsequently presented to the Board. The ARMC has also evaluated the effectiveness of controls and action plans to monitor, mitigate and manage overall risk exposure across the Group.

The system of risk management and internal controls encompasses various aspects including financial, governance, risk management, strategy, organisational, operational, regulatory and compliance matters. Given the inherent limitations in the risk management and internal control system, such a system put into effect by the Board is designed to manage rather than eliminate risks that may impede the achievement of the Group's business objectives. Therefore, such a system can only provide reasonable and not absolute assurance against any material misstatement or loss, contingencies, fraud or irregularities. The Board continuously enhanced and embedded controls throughout the Group, by conducting half-yearly reviews of the effectiveness of the internal control and risk management framework to ensure its continued relevance and suitability.

MANAGEMENT RESPONSIBILITY

The Management assists the Board in the implementation of the Group's policies and procedures on risk management and internal control by identifying, evaluating, measuring, monitoring and reporting risks as well as any deficiencies and non-compliance, with timely and proper remedial actions taken as and when required.

RISK MANAGEMENT FRAMEWORK

The Board fully endorses the principles outlined in Practices 10.1 and 10.2 of the MCCG, emphasising the necessity of establishing an effective risk management and internal control framework and the disclosure thereof. In alignment with these principles, the Board has implemented an Enterprise Risk Management ("ERM") Framework within the Group, which is incorporated into the Risk Management Policy approved by the Board, and serves as an ongoing process to identify, assess and manage principal risks and uncertainties faced by the Group.

The ERM Framework, aligned with ISO31000:2018 Risk Management Standards, operates as a holistic and structured process, effected top-down from the Board to Management and employees across the Group. It addresses uncertainties surrounding potential events that may affect the Group, determining appropriate control and monitoring measures. The framework is subject to continuous review and improvement, in response to changes in the risk profiles while remaining aligned with the Group's overall business strategy.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

RISK MANAGEMENT FRAMEWORK (Cont'd)

The ERM Framework aims to align the processes, people and technology to manage risks in accordance with the Group's risk appetite and tolerance, thus ensuring sustainable value to stakeholders while minimising surprises and optimising opportunities.

In this context, the ERM Framework that the Company adopts consists of seven (7) elements, which is in line with globally accepted risk management standards:

Framework Element	Description
Risk strategy and appetite	Alignment/conscious decision to use risk management for the achievement of business decisions and strategic objectives
Risk governance	Establish an approach to developing, supporting and embedding the risk strategies and accountabilities
Risk culture	Embed values and behaviours that shape risk decisions
Risk assessment and measurement	Identify, assess, categorise and measure risks across the Group
Risk management and monitoring	Manage, mitigate and accept risks
Risk reporting and insight	Report and conduct activities to provide insight on risk management, strengths and weaknesses
Data and technology	Use risk and control information to improve performance

Recognising the pivotal role of ERM in achieving sustainable growth and optimising shareholder value, the Board has established an ARMC entirely composed of Independent Non-Executive Directors. The ARMC supports the Board in reviewing the risk management methodology, assessing the effectiveness of internal control systems, ensuring compliance with relevant legislation and regulations and regularly evaluating the Group's risk exposures.

Risks are categorised according to strategic, operational, financial and compliance matters based on the Group's business objectives. The Group has embedded the Corruption Risk Management ("CRM") Framework into the ERM Framework to address corruption risks effectively. Additionally, an Anti-Fraud Policy has been established to facilitate the development of controls, which will aid in the detection and prevention of fraud. It is the intent of the Company to promote consistent organisational behaviour by providing guidelines and assigning responsibilities for the development of controls and conduct of investigations.

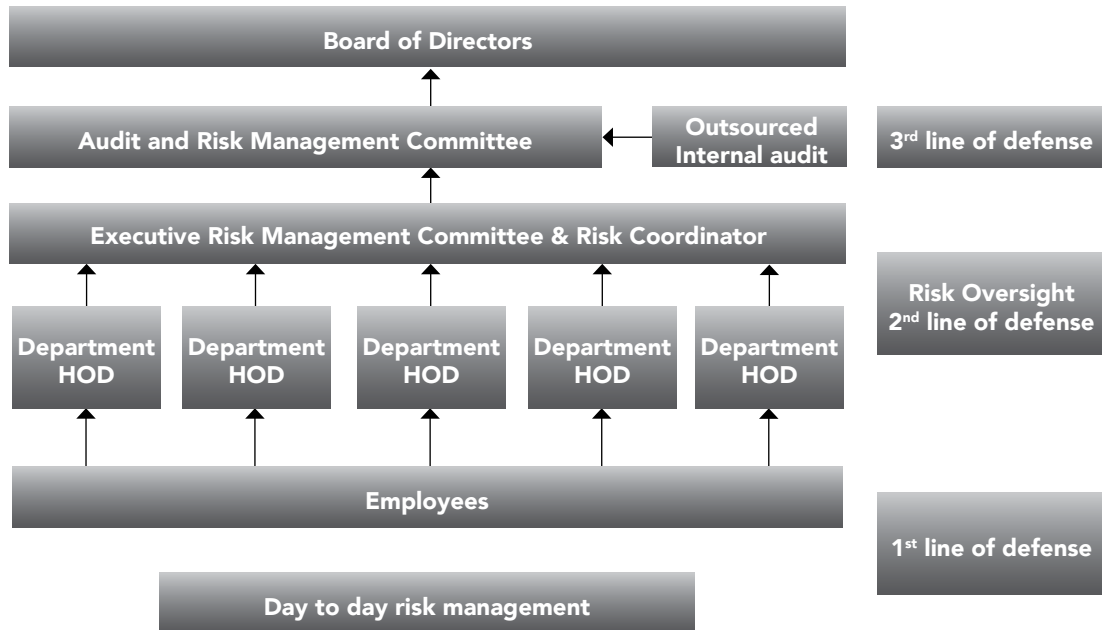
The Board emphasises the integration of risk management into the Group's culture and day-to-day operations, emphasising its application in decision-making and strategic planning. The Executive Risk Management Committee ("ERMC"), led by the Chief Project Officer ("CPO") oversees the comprehensive implementation and maintenance of ERM Framework. Risks are systematically identified, evaluated, managed, monitored and reported, with key risk exposures and activities escalated to decision makers and, when necessary, to the Board.

While the Task Force on Climate-related Financial Disclosures ("TCFD") has been superseded by the IFRS Sustainability Disclosure Standards, the Board remains steadfast in integrating climate-related risks and opportunities into the Group's ERM Framework. This year, the Group has successfully aligned its disclosures with IFRS S2, which build upon and enhance the TCFD's original recommendations. By adopting this global baseline, the Board ensures that climate resilience is no longer an evolving project but a component of our strategy for long-term sustainability.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Risk Management Oversight

The Group's risk organisational structure as illustrated below is established for effective risk management:



Risk Management Process

The risk management framework establishes the context of risk in relation to the Group's business and sets out the process for risk identification, assessment and management with continuous monitoring, review and communication. A risk template capturing all key risks identified with detailed assessments and respective mitigating controls to be implemented, or already implemented, is reviewed by the heads of business units and support units, to manage these risks.

The Group's management assesses the likelihood and potential impact of identified risks on financial and non-financial parameters, determining residual risk ratings and expected risk values for reporting and monitoring purposes. Emerging risks are also proactively addressed through regular risk reporting and reviewing processes, with designated risk owners monitoring risk evolution and developing mitigation plans.

The Risk Manager coordinates the risk management system and summarises the critical risks identified in a risk report, which is then presented and reviewed half yearly by the ERM and the Executive Directors. Internal risk reporting mechanism provides the Executive Directors and the Management with regular and detailed information on the current risk landscape. This allows decision-makers to stay informed about emerging risks, negative trends and potential threats to the Group. By having access to timely and accurate risk information, the Management can take proactive measures to address and mitigate risks before they escalate into significant issues. Risks are identified in sufficient time for countermeasures to be taken. The risk report is not only reviewed by the ERM and the Executive Directors but also presented to and reviewed by the ARMC.

The ARMC also conducts thorough reviews of risk mitigation measures, assesses reported risks' reasonableness and determines strategies to avoid similar risks in the future.

Risk Appetite and Risk Parameter

The appropriate risk appetite and corresponding risk parameters of the Group are established by the Board via the ARMC. Integral to the ERM Framework, risk appetite sets the tone for risk taking in general and provides direction in assessing whether the Group is operating within acceptable limits in achieving its strategic objectives.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Risk Appetite and Risk Parameter (Cont'd)

Defined risk parameters, aligned to the Group's risk appetite, provide a guide for consistent evaluation of risks and prioritise risk mitigation actions. Both financial and non-financial risk parameters are reviewed by the Management and ERM as the need arises, ensuring that the risk parameters reflect changes in risk appetite or circumstances in a fair and timely manner.

Based on the ERM Framework established, the Board is of the view that there is an ongoing risk management process to support the delivery of the Board's strategy and manage the risk of failing to achieve the Group's business objectives. The Board, with the ARMC's concurrence, is satisfied that the risk management systems in place are adequate and effective throughout the financial year and up to the date of approval of the Annual Report.

INTERNAL AUDIT ("IA") FUNCTION

The Group's IA function is outsourced to an external independent professional consulting firm, Messrs. Sterling Business Alignment Consulting Sdn Bhd. The IA function reports administratively to the Chief Financial Officer ("CFO") but functionally to the ARMC to maintain its objectivity. The firm is free from any relationships or conflicts of interest ("COI"), which could impair its objectivity and independence of the IA function. The firm does not have any direct operational responsibility or authority over any of the activities audited.

The ARMC relies on the independent assurance provided by the IA function regarding risk management and the system of internal control. The ARMC is of the opinion that the IA function is independent and adequately resourced to fulfil its duties effectively within the Group.

Depending on the scope of review, two (2) to three (3) internal auditors are typically deployed for each IA review. The IA assignments were led by Dr. So Hsien Ying, a Certified Internal Control Professional with more than 30 years of experience in internal audit, internal control and risk management, and Mr Cheng Chean, a Chartered Member of the Institute of Internal Auditors Malaysia and Fellow Member of the Association of Chartered Certified Accountants with over 20 years of experience in external and internal audit. For further details on their qualifications, please refer to Corporate Governance Report, Practice 11.2.

The internal auditors use the Committee of Sponsoring Organizations of the Treadway Commission ("COSO") Internal Control – Integrated Framework as a basis for evaluating the effectiveness of the internal control systems. Their reviews, conducted according to the approved IA plan, focus on financial, operational, compliance and information technology risks. These reviews also address critical business processes and internal control gaps, recommending improvements to the internal control process. The IA plan is reviewed and approved by the ARMC to ensure the continued satisfactory operation of the system.

During FY2025, the internal auditors conducted two (2) reviews and two (2) follow-up reviews for the following subsidiary of the Group, as per the risk-based IA plan approved by the ARMC. These reviews involve assessing the adequacy and effectiveness of internal controls through interviews, discussions with ERM, review of policies and procedures and testing of internal controls on a sample basis. The outcomes of these IA reviews include action plans to address identified weaknesses, with enhancement opportunities reported to the ARMC, which in turn reports to the Board. The ARMC closely follows up on highlighted issues to ensure the implementation of recommended action by Management.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTERNAL AUDIT (“IA”) FUNCTION (Cont’d)

Audit for the period	Reporting Month	Name of Entity Audited	Audited Areas
1 st Quarter (January - March 2025)	May 2025	Greatech Integration (M) Sdn Bhd	<ul style="list-style-type: none"> • Compliance status on regulatory requirements related to specific corporate policies • Physical Control Policies <p>Follow up on:</p> <ul style="list-style-type: none"> • Facility Management • Finance and Accounts • Supply Chain Management
3 rd Quarter (July - September 2025)	November 2025	Greatech Integration (M) Sdn Bhd	<ul style="list-style-type: none"> • Cybersecurity and Data Privacy <p>Follow up on:</p> <ul style="list-style-type: none"> • Compliance status on regulatory requirements related to specific corporate policies • Finance and Accounts • Physical Control Policies

The results of the IA reviews, including any recommendations for improvement, were presented at the scheduled ARMC meetings. Follow-up audits were also conducted by the IA function to verify the implementation of corrective actions aimed at addressing the identified control gaps. Based on the IA reviews conducted during FY2025, no significant control deficiencies were found that would result in material losses, contingencies or uncertainties requiring separate disclosure in this Annual Report.

The total cost incurred for the IA function for FY2025 amounted to RM47,570.

INTERNAL CONTROL FRAMEWORK

The Board recognises that a sound system of internal control reduces, but not eliminates, the possibility of poor judgment in decision-making, human error, control processes being deliberately circumvented by employees, management overriding controls, and the occurrence of unforeseeable circumstances.

The Group’s ERMC receives and reviews regular reports on key financial data, performance indicators and regulatory matters. This is to ensure that matters requiring the Board’s attention are highlighted for review, deliberation and decision making on a timely basis. The Board will approve the appropriate responses or amendments to the Group’s policies based on the latest regulatory requirements and updates.

The internal control matters were reviewed and the Board is updated on significant control gaps, if any, for the Board’s attention and action. Issues relating to the business operations are also highlighted to the Board’s attention during Board meetings and any significant fluctuation or exceptional notes will be analysed and acted in a timely manner.

Other key elements of the Group’s internal control systems are as follows:

- Clearly defined Terms of Reference (“TOR”), authorities and responsibilities of the various Board Committees and Sub-Committees which include the ARMC, Nominating Committee, Remuneration Committee and Long-Term Incentive Plan Committee;
- Well-defined organisational structure with clear lines of authority and reporting, accountability and responsibilities of respective functions within the Group;
- Regular risk report from principal risk owner to identify and address significant risk;

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTERNAL CONTROL FRAMEWORK (Cont'd)

- d) Comprehensive planning, budgeting, reporting and monitoring of performance and forecast. Monthly reviews of business development, financial performance against budget, health and safety and capital expenditure proposals and all other aspects of business attended by Executive Directors and Management as appropriate;
- e) Elements of internal control have been embedded and documented in the form of operating procedures and policies such as Code of Conduct & Ethics ("Code"), Remuneration Policy, Whistleblowing Policy, COI Policy and Anti-Bribery and Anti-Corruption ("ABAC") Policy, which are continually reviewed and updated to reflect changes in the business environment. Accountability and responsibility for key processes have been established in standard operating procedures;
- f) Declaration of COI and adherence to the Code by Directors and employees of the Group;
- g) Regular reporting of operational and financial performance for review by the Executive Directors and/or the ARMC;
- h) Management meetings are conducted to review financial performance, health and safety, operational efficiency, quality performance, business development, capital expenditure proposals, risk assessment and all other aspects of business;
- i) The Group establishes a Performance Management System with core competencies assessment and key performance indicators to review and assess employees' performance and competency;
- j) The Group establishes a Code which sets out the principles and standards of business conduct and ethics of the Group in relation to integrity, responsibility and corporate social responsibility, apply to all Directors, Management and employees, on full-time or part-time employment with Greatech, and is to be read in conjunction with the Employee Handbook. The Code, last updated on 25 November 2025, is reviewed as and when necessary to remain relevant in addressing any ethical issues that may arise within the organisation.

All employees are required to acknowledge that they have read and understood the Code upon commencement of employment and subsequently on an annual basis;

- k) The Group establishes a Cyber Security Policy to ensure that access to information systems and confidential information is adequately controlled and monitored. The cyber security posture of the Group was further enhanced to improve data encryption practices and data backup solution started in FY2024;
- l) The Group upholds a zero-tolerance stance towards bribery and corruption in any forms and is committed to conducting business with the highest standards of ethics and integrity. The Group adopted its ABAC Policy in line with the introduction of Section 17A of the Malaysian Anti-Corruption Commission (Amendment) Act 2018. The Group has made it mandatory for all employees to read the ABAC Policy and undertake an annual online assessment test to gauge their understanding of the subject matter. The ABAC Policy is reviewed periodically and updated to reflect changes in the organisation and evolving best practices. The Policy was last revised on 25 November 2025.

In addition, the Group also establishes a Greatech Business Partner Anti-Corruption Policy where the Group requires its suppliers, contractors, integrators, business contacts, consultants, professional advisors, joint venture partners, freight forwarders, agents and any other parties with whom Greatech does business to act lawfully, ethically and with integrity at all times in carrying out their services and contractual obligations to Greatech or on Greatech's behalf to a Greatech customer or any other third party. All business partners including consultants and contractors are required to acknowledge and comply with the Policy;

- m) Undertaken an external review of the Group's ABAC governance and adoption of group-wide Corruption Risk Management which is adaptable to ERM Framework relevant to the prevention of bribery and corruption;
- n) The Group conducts a risk assessment of bribery and corruption existing controls and vulnerable areas to identify key gaps and improvement opportunities;

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTERNAL CONTROL FRAMEWORK (Cont'd)

- o) The Group established a Whistleblowing Policy which outlines the Group's commitment to allow, support and encourage employees and other stakeholders to report concerns in a responsible, transparent and confidential manner without being subject to victimisation or discriminatory treatment. These concerns entail any wrongdoings, malpractices or illegal activities within the Group;
- p) The Group conducts quarterly results briefings following the release of its financial results and holds regular meetings to provide corporate updates to the investment and financial communities. These meetings provide an opportunity for fund managers, investment analysts and bankers to seek clarification from Senior Management;
- q) The Group has established a Delegation of Authority ("DOA") Policy to provide a well-defined framework of authority and accountability assigned and delegated to each approving authority within the organisation;
- r) The Group manages its capital expenditure ("CAPEX") by establishing annual CAPEX budget at the start of each financial year to track and assess actual CAPEX incurred against the set budget;
- s) The Group is committed towards the well-being of its workforce by upholding high standards of occupational safety and health at all production areas and at all business premises. The Group upholds well-defined health and safety policies and procedures, and constantly raises awareness on health and safety through training initiatives. Regular building maintenance and physical checks on Group facilities are also performed at all offices and production areas to ensure the safety of employees and visitors. The Group establishes Safety, Health and Environment Policy which aims to achieve these goals;
- t) The Group's Sustainability Working Group ("SWG"), established in 2019, comprises the CFO as the officer in charge of sustainability related matters and a cross functional management team, and is chaired by the Chief Executive Officer ("CEO"). The SWG supports the integration of ESG practices into the Group's strategies and operations.

Since 2024, the ARMC has been overseeing climate-related risk and opportunities matters through the Group's ERM Framework. This oversight was formalised following the update to the ARMC's TOR on 26 February 2026. The SWG provides regular reports to the ARMC and the Board on the Group's sustainability initiatives, including the identification and management of material sustainability risks and opportunities;

- u) The Group establishes a Business Continuity Policy and develops its Business Continuity Plan that outlines its strategy and best practices to safeguard the availability of Greatech Group's essential services in the event of a business disruption, emergency or disaster. It provides guidance for mobilising the Crisis Management Team and implementing practical measures in response to an unexpected occurrence or unplanned event that affects the Group;
- v) The Group conducts the review of corporate policies regularly to ensure alignment with evolving regulatory standards, industry best practices and the Group's strategic objectives. The comprehensive review of all the corporate policies was performed in 2025 and changes were approved by the Board on 25 November 2025; and
- w) Adoption of group-wide framework on corporate governance according to guidelines issued by the Securities Commission Malaysia on 28 April 2021.

The Group will continue to foster risk-awareness and internal control awareness in all decision making and manage all risks in a proactive and effective manner. This is to enable the Group to respond effectively to the changing business and competitive environment.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

ASSURANCE

The Board regularly receives and reviews the reports on the effectiveness of the risk management and internal control and is of the view that it is sound and adequate to safeguard the Group's assets, the shareholders' investments, the interests of customers, regulators, employees and other stakeholders. The role of the Management is to implement the Board's policies and guidelines on risks and controls, to identify and evaluate the risks faced and to operate a suitable system of internal controls to manage these risks.

The Board has received assurance from the CEO and CFO that the Group's system of risk management and internal control is operating adequately and effectively for the financial year under review and up to date as of this Statement. Taking this assurance into consideration and input from relevant parties like the IA function and feedback from the external auditors on any control failings, the Board is of the view that the system of risk management and internal control is adequate and operating effectively to achieve objectives and has not resulted in any material losses or contingencies that would require disclosure in the Group's Annual Report. The Board remains committed towards establishing a system of risk management and internal control, where improvements are made as considered appropriate.

REVIEW OF THIS STATEMENT BY THE EXTERNAL AUDITORS

As required under Paragraph 15.23 of the MMLR of Bursa Securities, the external auditors have reviewed this Statement for inclusion in this Annual Report.

The review of this Statement by the external auditors was performed in accordance with the scope set out in Audit and Assurance Practice Guide ("AAPG") 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by Malaysian Institute of Accountants ("MIA").

The external auditors have reported to the Board that nothing has come to their attention that causes them to believe that this Statement is inconsistent with their understanding of the processes adopted by the Board in reviewing the adequacy and integrity of the systems of risk management and internal controls of the Group, has not been prepared in accordance with the disclosures required by Section 7 of SORMIC Guide 2025, or is factually inaccurate.

CONCLUSION

The Board is of the view that the Group's system of risk management and internal control is sound and adequate to safeguard shareholders' investments and the Group's assets. However, the Board is also cognisant of the fact that the Group's system of risk management and internal controls practices must continuously evolve to meet the changing and challenging business environment. Therefore, the Board will, when necessary, put in place appropriate action plans to further enhance the Group's system of risk management and internal controls.

This Statement on Risk Management and Internal Control is made in accordance with a resolution of the Board of Directors.

ADDITIONAL COMPLIANCE INFORMATION

1. AUDIT AND NON-AUDIT FEES

The amounts of audit and non-audit fees paid and payable for services rendered to the Company and the Group for the financial year ended 31 December 2025 ("FY2025") by the Company's external auditors, or a firm or corporation affiliated to the external auditors, are as follows:

	Group RM	Company RM
Audit Fees	514,733	90,000
Non-audit Fees*	156,480	37,300
Total	671,213	127,300

* The non-audit services rendered by external auditors and its affiliates mainly consist of fees payable for the review of the Statement on Risk Management and Internal Control, transfer pricing documentation and other compliance-related information.

2. MATERIAL CONTRACTS INVOLVING THE INTERESTS OF THE DIRECTORS AND CHIEF EXECUTIVE WHO IS NOT A DIRECTOR AND MAJOR SHAREHOLDERS

There were no material contracts entered into by the Company and its subsidiaries involving the interests of the Directors, Chief Executive who is not a Director and major shareholders, either still subsisting as at 31 December 2025 or entered into since the end of the previous financial year.

3. LONG TERM INCENTIVE PLAN ("LTIP")

The LTIP of the Company comprising employees' Share Option Plan ("SOP") and Share Grant Plan ("SGP"), is governed by the By-Laws approved by the shareholders during the Company's Extraordinary General Meeting held on 27 November 2020.

The effective date of implementation of the LTIP is 11 January 2021, which will be in force for a period of five (5) years from 11 January 2021.

On 10 December 2025, the Company announced the extension of the existing LTIP, which was due to expire on 10 January 2026. The LTIP has been extended for a further period of five (5) years, effective from 11 January 2026 to 10 January 2031. The LTIP continues to be implemented in accordance with the same terms and conditions as stipulated in the LTIP By-Laws.

The details of LTIP are set out in Note 30 to the financial statements of this Annual Report.

i) SOP

During FY2025, the Company has no outstanding shares options offered to eligible employees.

ii) SGP

During FY2025, the Company has not granted any shares to eligible employees.

ADDITIONAL COMPLIANCE INFORMATION

3. LONG TERM INCENTIVE PLAN ("LTIP") (Cont'd)

ii) SGP (Cont'd)

The information in relation to SGP as at 31 December 2025 is as follows:

	Total Number
Granted ^(a)	6,500,000
Bonus Issue	2,690,700
Lapsed ^(b)	(1,648,100)
Vested	(7,542,600)
Total shares outstanding as at 31 December 2025	0

Note:

^(a) 84,000 ordinary shares were granted to the senior management of the Group as at 31 December 2025.

^(b) The outstanding of 1,648,100 shares granted have lapsed due to shares were granted to employees who resigned subsequent to the grant date as at 31 December 2025.

4. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the Main Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial positions.

(a) Group Total Income and Total Assets

	Group	
	2025 RM	2024 RM
Total Income		
Revenue	771,477,849	752,373,319
Other income	3,070,269	6,412,382
Dividend income	924,892	293,583
Interest/Finance income	7,524,732	7,688,388
Total	782,997,742	766,767,672
Total Assets	1,196,540,871	1,112,267,216

(b) Business Activities

Shariah Non-Compliant Activities	Remarks	Group	
		2025 RM	2024 RM
Dividend income received from conventional instruments	Short Term Funds	854,116	457
Interest/Finance income	Conventional Banks	280,035	478,342
Total		1,134,151	478,799

ADDITIONAL COMPLIANCE INFORMATION

4. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (Cont'd)

(c) Component of Financial Position

i. Cash Component

Islamic Account/Instruments	Group	
	2025 RM	2024 RM
Cash and bank balances (exclude cash in hand)	209,505,918	179,553,535
Deposits with licensed bank	5,000,000	0
Short term funds	11,882,858	40,228,669
Total Cash	226,388,776	219,782,204

Conventional Account/ Instruments	Remarks	Group	
		2025 RM	2024 RM
Cash and bank balances (exclude cash in hand)		12,641,455	12,626,567
Other cash equivalents	Cash in hand	15,269	0
Short term funds		42,135,815	413,731
Total Cash		54,792,539	13,040,298

ii. Debt component

Islamic Financing	Group	
	2025 RM	2024 RM
Current		
Term loans	1,100,004	1,100,004
Non-Current		
Term loans	10,616,646	11,716,650
Total Financing	11,716,650	12,816,654

ADDITIONAL COMPLIANCE INFORMATION

4. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (Cont'd)

(c) Component of Financial Position (Cont'd)

ii. Debt component (Cont'd)

Conventional Borrowing	Group	
	2025 RM	2024 RM
Current		
Bank overdraft	33,277,546	0
Hire purchase payable	0	46,341
Total Debt	33,277,546	46,341

STATEMENT OF DIRECTORS' RESPONSIBILITY IN RELATION TO THE FINANCIAL STATEMENTS

The Board of Directors ("Board") is responsible for ensuring that the financial statements of Greatech Technology Berhad ("Company") and its subsidiaries ("Group") are properly prepared in accordance with the applicable approved Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards, the provisions of the Companies Act 2016 in Malaysia ("CA 2016") and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

The Board is also responsible for ensuring that the financial statements of the Group and the Company are prepared with reasonable accuracy from the accounting records of the Group and the Company so as to give a true and fair view of the state of affairs of the Group and the Company as at 31 December 2025, and of the results of their operations and cash flows for the financial year then ended.

The Group's consolidated annual audited financial statements for the financial year ended 31 December 2025 ("FY2025") have been prepared in accordance with the applicable approved accounting standards in Malaysia and the CA 2016. The Statement by Directors pursuant to Section 251(2) of the CA 2016 is set out in the section titled "Statement by Directors" of the Directors' Report enclosed with the Group's consolidated annual audited financial statements for FY2025.

In preparing the financial statements for FY2025, the Board has ensured that:

- (i) all applicable approved accounting standards in Malaysia, such as MFRSs and IFRS Accounting Standards have been followed;
- (ii) appropriate accounting policies have been adopted and consistently applied;
- (iii) reasonable and prudent judgments and estimates have been made; and
- (iv) the financial statements have been prepared on a going concern basis as the Board has a reasonable expectation, having made appropriate enquiries, that the Group and the Company have adequate resources to continue in operational existence for the foreseeable future.

The Board has ensured that the Group and the Company maintain proper accounting records which disclose with reasonable accuracy the financial position of the Group and the Company, and which enable them to ensure that the financial statements comply with regulatory requirements and applicable approved accounting standards in Malaysia.

The Board has also ensured that the quarterly reports and annual audited financial statements of the Group are submitted to Bursa Malaysia Securities Berhad in a timely manner to keep the investing public informed of the Group's latest performance and developments.

The Board has taken appropriate measures reasonably available to them to safeguard the assets of the Group and of the Company, and to prevent and detect fraud and other irregularities.

This Statement of Directors' Responsibility in relation to the Financial Statements is issued in accordance with a resolution of the Board of Directors.