

CORPORATE GOVERNANCE REPORT

STOCK CODE : 1619
COMPANY NAME : DRB-HICOM BERHAD
FINANCIAL YEAR : December 31, 2024

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

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

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

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board of Directors ("Board") of DRB-HICOM Berhad ("DRB-HICOM" or "the Company") is committed to exhibit high standards of integrity, transparency and accountability in its governance and oversight roles. The Board upholds its fiduciary duties with due diligence, care and skill, taking into consideration the Economic, Environmental, Social and Governance ("EESG") factors, in order to ensure the resilience and sustainability of the Company and its subsidiaries (collectively referred to as the "Group"), whilst safeguarding the interests and enhancing the value of the Group and its stakeholders.</p> <p>The Board, together with the Management, is responsible to continuously promote a good corporate governance culture within the organisation. Three (3) Governance Committees, namely, Board Audit Committee ("BAC"), Board Risk and Sustainability Committee ("BRSC"), and Board Nomination and Remuneration Committee ("BNRC") were established to assist the Board in discharging its responsibilities, effectively.</p> <p>The key responsibilities of the Board in setting the strategy for the Company for the financial year ended 31 December 2024 ("2024"), include but not limited to the following:</p> <p>i. Establishing and reviewing the strategic direction of the Company</p> <p>The Board plays an active role in overseeing the formulation of the</p>

	<p>Group’s long-term strategic objectives and directions, reviews and approves the Group’s Annual Management Plan (“AMP”), the business and strategic plans, and monitors the achievement of the Group’s corporate objectives.</p> <p>As part of the strategic planning process, the Board Strategic Mid-Term Review with the Senior Management team and the external consultants was held on 31 July and 1 August 2024 to provide the Board with updates on policy perspectives in relation to the economy and the impact of current geopolitical events on the general market outlook. The Board had intensive discussions on strategic imperative and measures to enhance resilience and market positioning, which facilitated the Board’s formulation of the Group’s business strategies and future plan. This Board Strategic Mid-Term Review also strengthens the relationship between the Board and Management, drives collaborative efforts, and promotes trust within the organisation.</p> <p>The Board oversees the Group’s business affairs, conducts periodic reviews on the Group’s financial performance and implements policies relating to financial matters, which include risk management, internal controls, and compliance to ensure alignment with the Group’s strategy, operations, and external environment.</p> <p>The Board reviewed and approved the corporate Key Performance Indicators (“KPI”) of the Group as a measure to monitor the Group’s performance against its targets. This would ensure that the financial performance, and the businesses of the Group are properly managed, and that the shareholders’ values are safeguarded.</p> <p>In December 2024, the Board approved the Group’s AMP for 2025, which was prepared against the backdrop of the challenging global economic outlook and operating environment.</p> <p>ii. Overseeing the conduct of the Group’s businesses</p> <p>The Board embraces ethical conduct within the Group, leading by example to avoid improper use of information, conflicts of interest (“COI”), secret profit, and any other unethical conduct.</p> <p>Nevertheless, there is a clear demarcation among the Board, the Board Committees, and the day-to-day operational functions of the Management, which is reflected in the DRB-HICOM’s Board</p>
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	<p>Charter and Terms of Reference (“TOR”). In addition, the Board has approved a framework on the Limits of Authority (“LOA”) and the Management Delegated Authority (“MDA”), which sets the limits and authorisations for strategic, capital, and operational expenditures. It is regularly updated and approved by the Board to reflect the changing business needs in addressing operational deficiencies.</p> <p>The Board has full and effective control over the Group’s performance by reviewing the Management’s performance against the AMP periodically and ensuring that necessary financial and human resources are available to meet the Group’s objectives.</p> <p>The Board has emphasised the importance in leveraging the digital platforms with the establishment of the Digital Enablement Framework to cohesively drive the Group’s digital strategy. This is done by implementing various initiatives through sustainability, innovation, and technology with an aim to increase sales and marketing and create opportunities and value to enhance competitiveness for the DRB-HICOM Group to stay ahead of competitors in light of the changing economic landscape.</p> <p>iii. Identifying principal risks and implementing controls to manage risks</p> <p>The Board and the Management are responsible and accountable for the establishment of the Group’s risk management and internal controls. The Board is also responsible in overseeing the development of the Group’s sustainability and climate-related strategies, aligning priorities and targets to the Group’s long-term business strategy, as well as in ensuring collective achievement of sustainability goals across the organisation by integrating resilience and sustainability of the Group’s strategy within key business areas.</p> <p>The above roles are delegated by the Board to the BRSC, which is supported by the Risk Management Committee (“RMC”) of the Company.</p> <p>The BRSC oversees the formulation of the Group’s Enterprise Risk Management Framework, policies, and risk parameters across the Group and makes appropriate risk management recommendations to the Board for approval. The BRSC reviews and endorses the key risk parameters and appetites as well as action plans presented by</p>
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	<p>the RMC. These systems cover not only the financial control but also strategic, organisational, operational, regulatory, and compliance controls.</p> <p>Salient features of the risk management methodologies are disclosed in the statement on “Risk Management” contained in the Integrated Annual Report for the financial year ended 31 December 2024 (“Integrated Annual Report 2024”).</p> <p>iv. Succession planning</p> <p>The Board, through the Board Nomination and Remuneration Committee (“BNRC”), oversees succession planning for the Board, Board Committees, and Senior Management. According to its Terms of Reference, the BNRC ensures that all candidates appointed to these positions possess the necessary calibre and competence. The BNRC considers various factors, including candidates’ profiles, achievements, personalities, and suitability for the respective positions. For new appointments or re-elections of Directors, the BNRC assesses candidates based on the criteria outlined in the Fit and Proper Policy. Additionally, the Board reviews and approves the remuneration of the Group Managing Director (“GMD”) and key Senior Management as specified in the Company's LOA.</p> <p>To develop a robust pipeline of capable future leaders, the Group has implemented a comprehensive Group Talent Management and Succession Plan framework. This framework encompasses talent identification, assessment, development, mobility, and assignments, ensuring the continuous enhancement of existing and potential leaders’ capabilities and skill sets. The Group Talent Council, which includes the Group Management Committee (“GMC”) and chaired by the GMD, reviews the framework, its initiatives, and outcomes every two months. These regular meetings focus on specific topics and updates related to talent and successors.</p> <p>In fulfilling its responsibility for succession planning, the BNRC receives periodic updates on the status of succession planning, particularly for the Group’s Mission Critical Positions, in line with the approved Group Talent Management Framework. The BNRC reviews these updates from the Group Human Capital Division (“GHCD”) and provides feedback on the framework, initiatives, and outcomes as needed. Updates on succession planning and talent management were presented to the Board in April and May</p>
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	<p>2024.</p> <p>The GMD and the Senior Management are also appointed as board members to key subsidiaries to ensure that the Group's governance remains linked with the strategic and operational focus on the Group's objectives.</p> <p>v. Developing and implementing the Investor Relations programmes and shareholders' communications policy</p> <p>The Company's Corporate Disclosure Policy, which is in line with the Corporate Disclosure Guide issued by the Bursa Malaysia Securities Berhad ("Bursa Securities"), and duly approved by the Board, provides guidance to the Officers, the Management, and all employees of the Group on the disclosure requirements of Bursa Securities. This facilitates the enhancement of the Company's compliance, accountability, effectiveness and timely disclosure of relevant information to all stakeholders.</p> <p>The Board has entrusted the Group Investor Relations ("IR") to handle IR-related matters, including communications with the stakeholders. The key IR initiatives undertaken by the Company during the financial year are set out in the IR segment in the Integrated Annual Report 2024.</p> <p>The Group maintains a website at www.drb-hicom.com, which can be accessed conveniently by the shareholders, potential investors, and the general public.</p> <p>vi. Reviewing the adequacy and integrity of the system of internal controls</p> <p>Despite retaining collective oversight on the internal control system, the Board has delegated this responsibility to the BAC based on its TOR.</p> <p>The BAC reviews the effectiveness of the internal control system of the Group periodically, during its quarterly meetings, to determine the reasonableness of its assurance on the efficiency of operations and conformance with laws and regulations, as well as with internal procedures and guidelines. The review covers the Group's financial, accounting, and reporting policies and practices as well as the adequacy of the internal control system to safeguard the shareholders' interests and the Group's assets.</p>
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	<p>The Group Internal Audit and Integrity Division (“GIAID”) presents its Audit Reports, including investigation and special reviews, to the BAC highlighting any breach of internal controls and other areas of weaknesses, together with the recommendations to mitigate and rectify the issues highlighted. Thereafter, the BAC will report any material findings to the Board.</p> <p>In 2024, the BAC and the Board have reviewed the report on the internal control matters of the Group, which were highlighted by the External Auditors, and discussed the findings and recommended ways to improve the controls and procedures. In addition, the BAC and the Board also reviewed the summary of the overall assessment conducted by the External Auditors on the quality of the financial reporting, which was performed by the Management of the Group’s companies, covering the management accounts, draft financial statements, quality of reconciliations, assessment on internal controls, timeliness of audit confirmation replies and the adequacy of tax provision during the period of audit.</p> <p>In carrying out its governance oversight, the Board also emphasised the importance of embracing integrity and ethical values across the organisation based on the Anti-Bribery and Anti-Corruption (“ABAC”) Policy, which has been in place since year 2020. The ABAC Policy was last revised on 22 August 2024. DRB-HICOM has a zero-tolerance policy towards any form of bribery and corruption by its employees or any person or companies acting for or on behalf of the Group with its objective to maintain its working environment free from bribery and corrupt practices. The BAC receives periodic reporting on integrity activities and initiatives from the Integrity & Governance Unit (“IGU”).</p> <p>Following the adoption of the Company’s ABAC Policy, DRB-HICOM has promoted a culture of integrity to ensure the right level of communication on anti-corruption to internal and external parties. In addition, the employees of the Company are required to sign the Corruption-Free Pledge under the Malaysian Anti-Corruption Commission (“MACC”) Act, 2009 (Amendment 2018). The ABAC Policy Statement can be viewed on the corporate website at www.drb-hicom.com.</p>
Explanation for departure	

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

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 1.2

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

Application	: Applied
Explanation on application of the practice	<p>The Board of DRB-HICOM is helmed by Tan Sri Wan Zulkiflee Wan Ariffin ("Tan Sri Wan Zulkiflee"), an Independent Non-Executive Director of DRB-HICOM.</p> <p>The Chairman is responsible for providing leadership to the Board and ensuring the effective functioning of the Board. In fulfilling this role, the Chairman's responsibilities include, amongst others:</p> <ul style="list-style-type: none">• Providing leadership to the Board so that the Board can perform its responsibilities effectively;• Setting the agenda for Board meetings and ensuring all relevant issues are on the agenda;• Leading the Board in setting the values and standards of the Company, and establishing and monitoring good corporate governance practices in the Company;• Facilitating effective contribution of Non-Executive Directors ("NEDs") and ensuring that constructive relations, as well as a relationship of trust, be maintained between the Executive Director and NEDs;• Leading the Board meetings and discussions as well as encouraging active participation and allowing dissenting views to be freely expressed; and• Ensuring appropriate steps are taken to provide effective communication with shareholders and relevant stakeholders and that their views are communicated to the Board as a whole. <p>In 2024, the Chairman chaired five private discussions with the NEDs (without the presence of the GMD and the Management), to discuss among others, the efficacy of the board and other strategic issues.</p> <p>The detailed roles and responsibilities of the Chairman are encapsulated in the Board Charter, which is accessible on DRB-HICOM's website at www.drb-hicom.com.</p>

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

Intended Outcome

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

Practice 1.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board acknowledges the importance of a clear division of responsibilities between the Chairman and the GMD. The position of the Chairman is held by Tan Sri Wan Zulkiflee, whereas the position of the GMD is held by Tan Sri Syed Faisal Albar Syed A.R Albar.</p> <p>The distinct and separate roles of the Chairman and GMD, with clear division of their responsibilities, ensure a balance of power and authority, such that no one individual has unfettered powers over the decision-making process.</p> <p>Accordingly, the Chairman is responsible for providing leadership to the Board and oversight on the Management, whilst the GMD is responsible for managing and overseeing the day-to-day business activities of the Group. The GMD is accountable to the Board for execution of the Group's strategies in line with the Board's direction, oversees the operations of the divisions and drives the Group's businesses and performance towards achieving the Group's vision and goals.</p> <p>The respective duties and responsibilities of the Chairman and GMD are encapsulated in the Board Charter.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.4

The Chairman of the board should not be a member of the Audit Committee, Nomination Committee or Remuneration Committee

Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.

Application :	Departure
Explanation on application of the practice :	
Explanation for departure :	<p>The Board is of the view that it is pertinent for Tan Sri Wan Zulkiflee to assume the role of Chairman of BNRC, for him to provide guidance and support to the BNRC and Management based on his vast experience and knowledge in human resources matters, especially talent and leadership development and succession planning. Further, as a strategist, Tan Sri Wan Zulkiflee is able to strike a balance between the Management's needs and the Company's stakeholders and shareholders' interest.</p> <p>The Board is cognisant of the Malaysian Code on Corporate Governance's ("MCCG") rationale that having the Chairman of the Board assuming the Chairmanship of the BNRC may give rise to the risk of self-review and may impair the objectivity of the Chairman and the Board when deliberating on recommendations and/or matters put forth by Board committees. Tan Sri Wan Zulkiflee always demonstrates impartiality in his judgement/conduct and provides constructive ideas and opinions to the Board and BNRC respectively, based on different perspectives as the Chairman of the Board and the Chairman of the BNRC.</p> <p>Additionally, Tan Sri Wan Zulkiflee encourages Directors to articulate their views during BNRC's/Board's deliberation to ensure a robust decision-making process. Moreover, the BNRC spends approximately 70% of its time deliberating on agenda(s) related to human resources matters such as Corporate Key Performance Indicators, employees' compensation structure, succession planning, talent and leadership development. All recommendations made by the BNRC to the Board have been arrived at unanimously and this would have eliminated the</p>

	risk of self-review.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	The Board will consider reviewing the composition of the BNRC, going forward.
Timeframe	:	Others
		As and when a suitable candidate is identified.

Intended Outcome

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

Practice 1.5

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

Application :	Applied
Explanation on application of the practice :	<p>The Board is supported by the Group Company Secretary, Sabarina Laila Mohd Hashim ("Sabarina"), who has a legal background and is qualified to act as company secretary under Section 235(2) of the Companies Act 2016 ("CA 2016"). She is licensed by the Companies Commission of Malaysia ("CCM") and has obtained her practising certificate issued by the CCM under Section 241 of the CA 2016. Sabarina is also an Affiliate member of the Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA"). She has approximately 33 years of vast experience in the legal and corporate secretarial field.</p> <p>The Group Company Secretary of DRB-HICOM works closely with the Chairman, GMD and Senior Management to ensure timely, appropriate and adequate resources, and that, information flows within and to the Board and Board Committees, and between the Board and Senior Management. The Board members have independent access to the advice and services of the Group Company Secretary, to enable them to discharge their fiduciary duties and responsibilities as Directors effectively.</p> <p>The Group Company Secretary provides support to the Board in shaping the corporate governance ("CG") of the Group. In this respect, she plays an advisory role to the Board, particularly with regards to the Company's Constitution, Board policies and procedures, CG best practices and its compliance with regulatory requirements, codes, guidelines and legislations.</p> <p>In order to upskill herself and keep abreast with the evolving capital market environment, regulatory changes and developments in corporate governance, Sabarina has attended relevant training and professional development programmes during the financial year. She has also attended continuous professional development programmes</p>

	<p>required by CCM or MAICSA for practising company secretaries.</p> <p>The virtual 34th Annual General Meeting (“AGM”) was successfully held on 28 May 2024. The Group Company Secretary played an important role in ensuring that the due processes and proceedings of the AGM were in place and properly managed pursuant to the Constitution and relevant laws and regulations.</p> <p>The role and responsibilities of the Company Secretary are outlined in the Board Charter.</p>	
Explanation for departure		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.6

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

Application	:	Applied
Explanation on application of the practice	:	<p>The annual Board Meeting Schedule ("Schedule") is prepared and circulated in advance before the end of each calendar year, for proper planning by the Board members. The Schedule provides the meeting dates of the Board and Board Committees and the Annual General Meeting for the upcoming year.</p> <p>DRB-HICOM furnishes online board materials for all the Board and Board Committee meetings instead of distributing hard copies. The customised solution provides various functionalities which enable the Directors and the committee members to access various Company documents, which are uploaded onto tablets for convenient reference. With that, the Directors and the committee members can access the meeting materials and relevant information in a timely and efficient manner, thus improving the Board's performance and overall effectiveness of decision-making.</p> <p>In terms of Board and Board Committee meetings, the Board Charter sets out the timeline on receipt of meeting materials as well as other pre and post meeting procedures, details of which are as follows:-</p> <p>Notice and Agenda</p> <ul style="list-style-type: none">i. At least 14 days' notice shall be given to the respective members and attendees prior to each Board and Board Committee meeting, except in the case of an emergency, where reasonable notice of the meeting shall be sufficient.ii. The Chairman, together with the Group Company Secretary and the GMD, shall ensure that a proper agenda is prepared in advance, so that the meeting is conducted in an effective manner.iii. The agenda and relevant papers for the meeting must be issued at least five (5) business days prior to the meeting, allowing sufficient

	<p>time for Directors to review and evaluate the matters to be deliberated.</p> <p>iv. The Directors have direct access to the Management and unrestricted access to any information relating to the Group's business and affairs. The Directors may request to be furnished with additional information or clarification from the Management and may seek professional opinions to make informed decisions.</p> <p>Minutes</p> <p>i. The discussions and conclusions of the Board meetings shall be minuted in a clear, accurate, consistent, complete and timely manner. The minutes shall record the decisions of the Board, including the key deliberations, the rationale for each decision made, and any significant concerns or dissenting views. In situations of potential conflict of interest, the Directors are required to make an immediate declaration to the Board if they have any interest in the transactions to be entered into directly or indirectly with the Group. Such interested Director is required to abstain from the deliberation and decision of the Board. These deliberations and decisions are meticulously documented in the minutes of meetings, including any abstention by a Director from voting and deliberation.</p> <p>ii. The decisions made by the Board at the Board/Board Committee Meetings are conveyed, through action lists issued by the Group Company Secretary, to the respective management within five (5) working days after each meeting for their immediate action.</p> <p>iii. The draft minutes shall be tabled at the following meeting for confirmation and signing.</p> <p>iv. The minutes of meetings are properly kept in line with the requirements of relevant law and regulations, for example CA 2016 and Income Tax Act, 1967.</p> <p>Key decisions are made in Board meetings while Circular Resolutions are limited to urgent matters that arise for decisions after the Meetings or to formalise matters which have already been discussed during Board meetings, or where material updates have arisen requiring the Board's review and approval.</p>
Explanation for departure	

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

Intended Outcome

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

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

Practice 2.1

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Company's Board Charter which is available on the Company's website at www.drb-hicom.com sets out the duties, roles and responsibilities of the Board, Board Committees, individual Directors, Chairman, GMD and Group Company Secretary. It provides insight into the functions of the Board and Board Committees, as well as outlines the processes and procedures in discharging their responsibilities.</p> <p>The Board Charter adopts principles of good governance, by maximising its adoption of the best practice requirements. The Board Charter was last reviewed in November 2024, to ensure that it remains consistent with the Board's objectives, responsibilities, and all the relevant standards of corporate governance, and is updated from time to time to align with regulatory changes.</p> <p>The Board Charter also provides the requirement for Directors to maintain the degree of integrity and professionalism while at the same time, promoting transparency and accountability in their actions. In conjunction with the above, the Board is also responsible to ensure continuing education/training for the Directors to update their knowledge and enhance their skills through attendance at relevant programmes, to enable them to sustain their active participation and contribute effectively to Board deliberations.</p>
Explanation for departure	:	

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

Intended Outcome

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

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

Practice 3.1

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

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

Application :	Applied
Explanation on application of the practice :	<p>The Board is committed in maintaining the highest standards of conduct at the workplace and in business engagements. Conducting business with honesty, integrity and with the absence of any conflict of interest will underpin the Company's relationships with the employees and in the wider community, with all relevant stakeholders.</p> <p>The Directors also adhere strictly to the Directors' Code of Ethics established by the Company, in carrying out their fiduciary duties and responsibilities. The Directors' Code of Ethics is embedded in the Board Charter, which is available on the Company's website at www.drb-hicom.com.</p> <p>The Directors' Code of Ethics provides principles and standards relating to the Directors' duty to act in the best interest of the Group and the public, and covers areas of transparency, integrity, accountability, sustainability, anti-corruption/bribery, declaration of direct or indirect personal, professional and business interests, proper use of the Company's assets and compliance with laws, rules and regulations.</p> <p>The Code of Ethics and Business Practice ("Employees' Code of Ethics") for employees promote integrity and ethical conduct/behaviour in all aspects of the Company's operations, including confidentiality of information, insider trading and conflict of interests. The Employees' Code of Ethics serves to inculcate awareness amongst staff of the need to build and maintain a value-based culture beyond that of mere compliance.</p>

	<p>In August 2024, the Company established its Conflict of Interest (“COI”) Policy with robust framework consisting of well-defined processes and procedures to identify conflict or any potential conflict of interests within the Group.</p> <p>The Board and Senior Management are notified periodically of the closed periods in which they are not allowed to deal in the securities of the Company, if they were in possession of price-sensitive information.</p> <p>The Board approved the ABAC Policy Statement that sets out DRB-HICOM’s stance against bribery and corruption. Programmes to create awareness and instil business ethics practices, which is one of the key elements of business sustainability for the staff, were conducted via an e-learning platform.</p> <p>The Group Internal Audit & Integrity Division is responsible to oversee the implementation of the ABAC Policy, with direct access to the Board and Senior Management on issues concerning bribery and corruption as well as to strengthen the integrity, governance and anti-corruption framework for DRB-HICOM.</p> <p>To strengthen the integrity, governance and anti-corruption, the Company is preparing for certification under the MS ISO 37001:2016 Anti-Bribery Management Systems (“ABMS”) Programme by engaging an external ABMS certification body to carry out an ABMS Readiness Audit of the Company.</p>	
Explanation for departure		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 3.2

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

Application :	Applied
Explanation on application of the practice :	<p>DRB-HICOM has established a Whistleblowing Policy (“WB Policy”) since year 2006, making it clear that concerns regarding suspected fraud, corruption, illegal conduct, wrongdoings or any form of malpractices can be raised without fear of victimisation, harassment and discrimination of the employees or stakeholders who report such concerns. The WB Policy prescribes that employees report to the BAC Chairman and/or the Chief Internal Audit & Integrity Officer. The channels, which are made available to employees and other stakeholders, include whistleblowing hotline, e-mail, postal mail, and whistleblowing boxes, which are placed within the premises of Wisma DRB-HICOM.</p> <p>All disclosures made under the WB Policy will be dealt with in strict confidence and thoroughly investigated. The BAC provides oversight of any investigations undertaken and their outcomes. The concern/complaint shall be assigned to the Chief of Internal Audit & Integrity Officer of GIAID (or any other party appointed by the Board) to assess, investigate, and update the BAC on all follow-up actions taken, including the due process of investigation, on a quarterly basis, to ensure completeness and transparency.</p> <p>The WB Policy was last revised in May 2023 and its disclosure procedures are accessible to the public on the Company’s website at www.drb-hicom.com.</p> <p>The Company has introduced the Whistleblowing Policy Brochure (“WB Brochure”) as an effort to enhance and facilitate awareness of the WB Policy. The WB Brochure is available in English and Malay language versions. The WB Brochure is disseminated via e-mail blast as part of the awareness programme on the WB Policy.</p> <p>All operating companies are encouraged to prominently display the</p>

	WB Brochure, its posters and buntings at common areas and on notice boards.	
Explanation for departure		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.1

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

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board provides oversight and strategic direction on the Group's sustainability agenda and endorses the proposed sustainability initiatives and material sustainability matters related to the Group. Updates on Economic, Environmental, Social and Governance ("EESG") have been made as one of the agendas at the Board Meeting, which convenes on a quarterly basis.</p> <p>The Board Risk & Sustainability Committee ("BRSC") assists the Board to oversee the entire sustainability performance against the Group's overall sustainability progress against its prioritised material matters and salient sustainability issues, ranging from climate change and human rights to safety and pollution and directs the establishment of framework and policies to drive sustainability practices across the Group.</p> <p>Furthermore, BRSC ensures that sustainability is integrated within the key business strategies towards the collective achievement of sustainability goals in order to enhance the long-term value creation for the Group through sustainable initiatives.</p> <p>This requirement has been adopted and incorporated in BRSC's TOR, specifically outlined as per paragraph 3.1 and 3.4 as follows:-</p> <p>3.1 Formulate the Board's risk appetite at the Group level, establish strategic content in ensuring that the risk management strategies are complete, and the sustainability efforts are aligned</p>

	<p>with the long-term business strategies, taking into account the environment in which the Group operates and the requirements of all stakeholders and the Board.</p> <p>3.4 Ensuring the effective oversight on development of the Group’s sustainability and climate-related risks & opportunities, strategies, priorities and targets to support the Group’s long-term business performance and success.</p> <p>Chaired by the Group Managing Director, the RMC is responsible for establishing and monitoring Group-wide sustainability and climate-related risks, strategies, focus areas and objectives to achieve the Group’s sustainability commitment and goals.</p>		
Explanation for departure			
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The well-being of customers, employees and other stakeholders as well as the environment is crucial to sustaining the Group's long-term performance. The Board ensures that there is an effective governance framework for sustainability within the Group, including the development of the Group's sustainability and climate-related strategies taking into account the EESG considerations, priorities and targets.</p> <p>The sustainability strategies and priorities are currently communicated externally through the Company's Integrated Annual Reports, which are accessible on the Company's corporate website. Internally, the sustainability updates are being reported to the RMC, Sustainability Steering Committee, BRSC and Board on a quarterly basis. In addition, quarterly communications with the Sustainability Working Committee are conducted, alongside ongoing email updates, a sustainability bulletin, and the establishment of an intranet portal accessible to employees to enhance sustainability awareness.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.3

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Company's sustainability agenda aims to make the Group more resilient to disruptions, flexible to change and accountable to the economic environment and ESG. The Board oversees the development of the Group's sustainability and climate-related strategies. Priorities and targets are aligned with the Group's long-term business strategy, with carbon management being one of the top key priorities in the Group's sustainability agenda.</p> <p>During the financial year under review, the Directors attended various sustainability-related training programmes to ensure that they are well equipped with the necessary skills and knowledge to perform their duties and meet the challenges in this area. In August 2024, in collaboration with an external consultant, the Group organised a briefing session on Integrated Reporting for the Board of Directors, outlining various sustainability-related reporting standards, including the recently announced IFRS S1 and S2 standards.</p> <p>The BRSC's TOR has been expanded to incorporate an oversight function with regard to climate-related risks and opportunities, along with the impact. On a quarterly basis, the Board and the Management are being updated on the key sustainability updates including the status with regards to climate-related risks and opportunities, its impacts and initiatives.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.4

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

Application :	Applied
Explanation on application of the practice :	<p>Sustainability remains a top priority for DRB-HICOM. The establishment of a robust Sustainability Governance Structure enhances the confidence of our shareholders, business partners, and employees on the management and supervision of sustainability matters. It also ensures responsible management of sustainability opportunities and risks that focus on adding long-term value.</p> <p>Sustainability has been incorporated as one of the top agenda discussions in the Board and Committee's deliberation, particularly BRSC. Since 2021, the Group has introduced a corporate key performance indicator ("KPI") on zero fatality and reduction of lost time injuries frequency rate ("LTIFR"). In 2022, the Group demonstrated its commitment to responsible carbon emissions by introducing a KPI on Scope 2 carbon intensity as part of the Group's environmental performance scorecard. Comprehensively, this KPI was cascaded across the Group's operating companies. To further align with the Group's Sustainability Commitments and targets, a KPI on the composition of renewable energy in the total electricity mix was introduced in 2023 and continues to be implemented across the Group in 2024.</p> <p>The sustainability progress and performance of the Group are reported to the BRSC and subsequently to the Board of Directors on a quarterly basis to promote accountability and facilitate performance evaluation. From this reporting template, the BRSC and the Board measure the progress against the achievement of sustainability targets and prompt management to further include deliverables in sustainability risk and opportunities.</p>
Explanation for departure :	

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

Intended Outcome

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

Practice 4.5- Step Up

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

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

Application	:	Adopted
Explanation on adoption of the practice	:	<p>The sustainability agenda is currently being overseen at the management level by Cheah Chee Kong, the Chief Risk & Sustainability Officer, supported by the Corporate Sustainability Unit. The Chief Risk & Sustainability Officer provides quarterly updates on risk and sustainability matters to the BRSC, supporting the Board in ensuring dedicated focus on managing sustainability strategically, including the integration of sustainability considerations into the company's operations.</p> <p>The Group also has established the Sustainability Steering Committee ("SSC"), chaired by the Group Chief Financial Officer. The SSC comprised the Group Chief Financial Officer; Chief Risk & Sustainability Officer; Chief Communication Officer; Chief Procurement Officer; Chief Human Capital Officer and Chief Corporate Management Officer. The SSC is responsible for monitoring the implementation of sustainability-related policies, measures and actions taken in achieving the Group's long-term sustainability milestones and goals.</p>

Intended Outcome

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

Practice 5.1

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

Application :	Applied
Explanation on application of the practice :	<p><u>Board composition</u></p> <p>The Company has established a formal and transparent policy and procedures for the selection, nomination and appointment processes (including re-election/re-appointment) of Directors for the Company and its subsidiaries, the details of which are outlined in the Board Charter and Fit and Proper Policy.</p> <p>The Board delegates the responsibility of reviewing the structure, size and composition including the tenure and annual re-election of a director of the Board to the BNRC.</p> <p>The Company had in June 2022 adopted the Fit and Proper Policy for the appointment and re-election of Directors of the Company and Group which serves as a guide to the BNRC and the Board in their review and assessment of potential candidates that are to be appointed to the Board as well as Directors who are seeking for re-election.</p> <p>The appointment of a new Director is a matter for consideration and decision by the full Board upon appropriate recommendation from the BNRC. For this, both merit and diversity are factors given due consideration when selecting Board members.</p> <p>The Board is mindful that for it to be effective, its composition must include the right group of people, hence, in its selection of Board candidates, the BNRC/Board considers the mix of skills, competencies, experience, integrity, personal attributes and time commitment required to effectively discharge his/her role as a director.</p> <p>The BNRC noted that the Management utilised an independent search firm to identify suitably qualified female candidates to be appointed as INED of the Company, where Madam Tang Saw Hua was appointed as INED on 18 February 2025.</p>

	<p><u>Director's retirement/re-election</u></p> <p>Pursuant to Article 77 of the Constitution of DRB-HICOM, one-third or the number nearest to one-third of the Directors for the time being, shall retire from office so that all the Directors shall retire from office once at least in every three years ("retirement by rotation") and shall be eligible for re-election. The schedule of retirement by rotation was determined by the BNRC and the Director's eligibility to stand for re-election was also considered, taking into account their tenure of services.</p> <p>For the purpose of determining the eligibility of Directors standing for re-election at the 35th AGM, the Board through its BNRC, had assessed the retiring Directors' performance, contribution and independence via the annual Board Effectiveness Assessment, taking into consideration among others, the Directors' level of contribution to the Board's deliberations through their skills, experience and strength in qualities; demonstrated objectivity in the Board's decision-making process, gave valuable feedback through sharing of knowledge and experience and acted in the best interests of the Company.</p> <p>The Board also agreed with the BNRC's assessment that the retiring Directors' performance and contribution in the discharge of their duties during the assessment period had been satisfactory and met the criteria in the Fit and Proper Policy of the Company, amongst others, probity, personal and financial integrity, competence and time management.</p> <p>Based on the above, the Board approved the re-election of the Retiring Directors, namely Dato' Ibrahim Taib and Puan Uji Sherina Abdullah, as recommended by the BNRC to be considered for re-election pursuant to Article 77 of the Company's Constitution at its 35th AGM and they have given their consent for re-election at the AGM.</p> <p>In addition, pursuant to Article 83 of the Constitution of DRB-HICOM, any Director appointed to fill a casual vacancy shall hold office only until the next annual general meeting and shall then be eligible for re-election but shall not be taken into account in determining the Directors who are to retire by rotation at the meeting. Hence, Madam Tang Saw Hua is due for re-election at the 35th AGM pursuant to Article 83 of the Company's Constitution.</p> <p>The profiles of the retiring Directors are set out in the Profile of the Board of Directors on pages 206, 208 and 209 of the Integrated Annual</p>
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	Report 2024.	
Explanation for departure		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure		
Timeframe		

Intended Outcome

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

Practice 5.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>As at 31 December 2024, the Board had five (5) members, comprising four (4) Independent Non-Executive Directors (“INEDs”) and one (1) Executive Director. Hence, 80% of the Board members were Independent Directors, complying with Paragraph 15.02 of the Main Market Listing Requirements (“MMLR”) of Bursa Securities and adopting Practice 5.2 of the MCGG whereby for Large Companies, the board comprises a majority of independent directors.</p> <p>Based on the review of the Board composition conducted through the BNRC, the Board’s composition was revised effective 18 February 2025, whereby Madam Tang Saw Hua was appointed as INED. Following the said revision, the current Board comprises five (5) INEDs and one (1) Executive Director i.e., 83% of the Board members are INEDs.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.3

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

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

Application	:	Applied	
Explanation on application of the practice	:	As at 31 December 2024, none of the INEDs of the Company has served the Board for a cumulative term of more than nine (9) years.	
		The tenure of five (5) INEDs of the Company as at 28 March 2025 are as follows:-	
		Years of service	Number of INEDs
		0 - 3 years	2
		>3 - 6 years	1
	>6 - 9 years	2	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.4 - Step Up

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

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

Application :	Not Adopted
Explanation on adoption of the practice :	

Intended Outcome

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

Practice 5.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board delegates the responsibility of reviewing the structure, size and composition of the Board to the BNRC. The succession plan for Senior Management is also reviewed by the BNRC, prior to it being presented to the Board.</p> <p>The appointments of new Directors, GMD and Senior Management are based on merit, core competencies and objective criteria, such as diversity in skills, experience, age, cultural background and gender. The BNRC considers the challenges and opportunities faced by the Group, as well as future skills and expertise needed to allow the Group to compete efficiently and effectively in the open market. Besides that, the appointment of a new Director is also subject to the requirements of Chapter 2, Paragraph 2.20A of the MMLR of Bursa Securities.</p> <p>The shortlisted candidates will be interviewed as part of the assessment process; selection is based on whether they are willing and able to devote sufficient time to the role, the ability to discharge their responsibilities, their number of directorships in listed companies, the requisite mix of skills, knowledge, expertise, experience and professionalism and integrity, as well as other requirements, which are relevant to enrich and enhance the Board's composition and functions. Furthermore, the Board also takes cognisance of the board diversity whenever a vacancy arises to ensure a balance and diverse Board composition. Upon ascertaining a suitable candidate, BNRC will then evaluate the candidate's fitness and propriety to ensure that the appointment is based on the factors specified in the Company's Fit and Proper Policy which include probity, personal integrity and reputation; competence and capability; and time commitments before making the necessary recommendation to the Board for approval. In compliance with</p>

	<p>Paragraph 15.06 of the MMLR of Bursa Securities, the shortlisted candidates for DRB-HICOM must not hold directorships of more than five (5) public listed companies.</p> <p>The diversity in the race/ethnicity (cultural background), nationality, age and gender of the Board as at 28 March 2025 is as follows:-</p> <table><tr><th rowspan="2"></th><th colspan="4">Race/Ethnicity</th><th colspan="2">Nationality</th></tr><tr><th>Malay</th><th>Chinese</th><th>Indian</th><th>Others</th><th>Malaysian</th><th>Foreigner</th></tr><tr><td>Number of Directors</td><td>3</td><td>1</td><td>1</td><td>1</td><td>6</td><td>0</td></tr></table> <table><tr><th rowspan="2"></th><th colspan="2">Age Group</th><th colspan="2">Gender</th></tr><tr><th>50-59</th><th>> 60</th><th>Male</th><th>Female</th></tr><tr><td>Number of Directors</td><td>1</td><td>5</td><td>4</td><td>2</td></tr></table> <p>The disclosures on Board skills and experience, diversity and gender are also available in the Corporate Governance Overview Statement of the Integrated Annual Report 2024.</p>		Race/Ethnicity				Nationality		Malay	Chinese	Indian	Others	Malaysian	Foreigner	Number of Directors	3	1	1	1	6	0		Age Group		Gender		50-59	> 60	Male	Female	Number of Directors	1	5	4	2
	Race/Ethnicity				Nationality																														
	Malay	Chinese	Indian	Others	Malaysian	Foreigner																													
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Number of Directors	1	5	4	2																															
Explanation for departure																																			
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.																																			
Measure	:																																		
Timeframe	:																																		

Intended Outcome

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

Practice 5.6

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>Succession planning is an integral part of the Board's Corporate Governance practices to ensure continuity in meeting the Group's long-term goals and objectives. The BNRC is responsible for recommending suitable candidates to fill in the vacancies on the Board. In undertaking this responsibility, the BNRC leverages on recommendations from the existing board members, the management, or major shareholders, along with external sources to "cast a wider net" and gain access to a wide pool of potential candidates. The BNRC has the option to utilise a wide network of industry contacts such as industry and professional associations, as well as independent search firms, to identify candidates for the proposed appointment as Director.</p> <p>The selection process is robust and objective, where candidates are screened to ensure that they fulfil the fit and proper criteria and possess the right character, experience, integrity, competence and time to effectively discharge their roles as Directors. Any potential conflicts of interest and their Directorships in other companies are also verified.</p> <p>In December 2024, the Company had engaged the Institute of Corporate Directors Malaysia to assist in sourcing for suitable and qualified candidates for the appointment of the INED in accordance with the approved Board selection criteria and in line with the Company's strategic direction. In February 2025, Madam Tang Saw Hua was appointed as INED of DRB-HICOM.</p>
Explanation for departure	:	

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

Intended Outcome

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

Practice 5.7

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

Application	:	Applied
Explanation on application of the practice	:	<p>The profiles of the Directors are published in the Annual Report and DRB-HICOM's corporate website, which include the Directors' age, gender, directorships in other companies, working experience and conflict of interest, if any.</p> <p>The following explanatory notes have been included in the Notice of 35th AGM, to accompany resolutions for the re-appointment of Directors who are due to retire and have offered themselves for re-election pursuant to the Constitution of the Company ("the retiring Directors"):</p> <p>For the purpose of determining the eligibility of Directors standing for re-election at the 35th AGM, the Board through its BNRC, had assessed the retiring Directors' performance, contribution and independence via the annual Board Effectiveness Assessment, taking into consideration among others, the Directors' level of contribution to the Board's deliberations through their skills, experience and strength in qualities; demonstrated objectivity in the Board's decision-making process, gave valuable feedback through sharing of knowledge and experience and acted in the best interests of the Company.</p> <p>The Board also agreed with the BNRC's assessment that the retiring Directors' performance and contribution in the discharge of their duties during the assessment period had been satisfactory and met the criteria in the Fit and Proper Policy of the Company, amongst others, probity, personal and financial integrity, competence and time management.</p> <p>Based on the above, the Board approved the BNRC's recommendation that the Directors who retire in accordance with Article 77 of the</p>

	<p>Company's Constitution, namely Dato' Ibrahim Taib and Puan Uji Sherina Abdullah, are eligible to stand for re-election. The retiring Directors had abstained from deliberation and decision on their respective eligibility to stand for re-election at the relevant Board/BNRC meeting.</p> <p>Pursuant to Article 83 of the Company's Constitution, Madam Tang Saw Hua is due for re-election at the forthcoming 35th AGM of the Company.</p>	
Explanation for departure		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.8

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

Application	:	Applied
Explanation on application of the practice	:	<p>Tan Sri Wan Zulkiflee Wan Ariffin, an INED, was appointed as the Chairman of the Board and Chairman of BNRC.</p> <p>The remaining members of the BNRC are:-</p> <ul style="list-style-type: none"> i. Datuk Idris Abdullah @ Das Murthy – INED; and ii. Puan Uji Sherina Abdullah – INED. <p>Tan Sri Wan Zulkiflee Wan Ariffin's profile is set out on page 204 of the Integrated Annual Report 2024.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.9

The board comprises at least 30% women directors.

Application	:	Applied
Explanation on application of the practice	:	The Board of DRB-HICOM recognises the value of diverse perspectives and has made progress in achieving gender balance. Currently, the Company has two (2) women Directors, namely, Puan Uji Sherina Abdullah and Madam Tang Saw Hua, representing 33% of the total Board members. This provides the Board with greater diversity that adds value to the Board's deliberation with the varied perspectives and insights from women Directors.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.10

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board has its Diversity Policy which sets out the approach for achieving diversity within the Board of DRB-HICOM and its subsidiaries, in terms of age, gender and ethnicity, so that the necessary range of perspectives, experience and expertise could benefit the stewardship and management of the DRB-HICOM Group.</p> <p>The Group practices non-discrimination in any form, whether based on age, gender or ethnicity throughout the Group and this includes the selection of Board members and Senior Management. The Board is committed to ensuring that the Directors of the Company possess a broad balance of skills, knowledge, experience, background and independence, as the synergy of such diversity could create a powerful and dynamic Board.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 6.1

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

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

Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board Effectiveness Assessment (“BEA”) is conducted annually, under the purview of the Board Nomination & Remuneration Committee (“BNRC”) to assess the effectiveness of the Board as a whole, the various Board Committees, the contribution of each individual Director and the independence of Independent Directors.</p> <p>The BEA for 2024 was conducted internally by the Group Company Secretary on behalf of the BNRC, as the Company had previously appointed an external consultant for the BEA exercise in 2023. The BEA 2024 was carried out by way of questionnaires which comprised the Evaluation of the Effectiveness of the Board and Board Committee, Fit and Proper criteria of Individual Director, Board Skills Matrix and others. The Board’s effectiveness evaluation covered the key parameters such as Board’s mix and composition, Board’s roles and responsibilities, Environmental, Social and Governance aspect and Conflict of Interest.</p> <p>After completing the BEA form, all Directors submitted their assessment on a confidential basis to the Group Company Secretary, who collated the feedback and prepared a report, which was tabled to the BNRC. The Directors provided candid and constructive feedback as well as recommendation(s) to enhance the performance and overall governance process of the Group.</p> <p>In February 2025, the BNRC reviewed the results and shared the outcome of the BEA 2024 with the Board. The overall outcomes were generally positive. The Board concurred with the BNRC that:</p>

	<ul style="list-style-type: none">• The size and composition of the Board are adequate to provide a diversity of views and facilitate effective decision-making, and well-balanced to fairly reflect the interests of the major and minority shareholders of the Company; and• All the members of the Board are persons of high calibre and integrity, and they have a sound understanding of the Group’s businesses as well as deep industry expertise. They possess the qualifications, skills, competencies and proficiency to provide the Board with a good mix of governmental and industry-specific knowledge, broad business sense and commercial experience. <p>The Board is satisfied with the overall performance and effectiveness of the Board and Board Committees in discharging their duties, functions and responsibilities.</p> <p>With the view to raise the bar on the Board’s governance practices and overall effectiveness, the Board members’ comments/feedback were considered, and a Framework of Key Actions was drafted to facilitate and direct Management’s focus to areas lending to continuous improvement and enhancement.</p>	
Explanation for departure		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 7.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>DRB-HICOM has in place a remuneration framework which covers the remuneration procedures and structure of the Directors, GMD and Senior Management. It is designed to attract, motivate and retain Directors and Senior Management of the right calibre, experience and quality needed to drive and manage the business strategy and objectives of the Company, creating sustainable value and returns for the stakeholders (including shareholders).</p> <p>For Non-Executive Directors ("NEDs"), the remuneration packages are structured such that their independence and objectivity are not impaired. The Board, with the assistance of the BNRC, reviews the overall remuneration framework of the NEDs, GMD and Senior Management and revises the said framework, from time to time, to ensure its relevance and effectiveness.</p> <p><u>Remuneration for NEDs</u></p> <p>The NEDs' remuneration comprises Directors' fee for serving on the Board and Board Committees as well as the monthly and meeting allowances, which are deemed as benefits. The remuneration level for NEDs reflects their responsibilities and accountabilities on the Board and Board Committees, and any special skills or expertise that they bring to the Board. The Constitution of DRB-HICOM also allows the Company to reimburse reasonable expenses to the Directors in the course of their duties.</p>

	<p>In accordance with Section 230 of the Companies Act 2016, the Directors' fees and benefits payable to the NEDs are subject to shareholders approval at the AGM.</p> <p>The Directors' Remuneration Framework for NEDs, which includes the entitlement of Directors' fees, monthly allowance and meeting allowances to Non-Executive Chairman and NEDs for 2024, is set out in the Corporate Governance Overview Statement of the Integrated Annual Report 2024.</p> <p><u>GMD and Senior Management's Remuneration</u></p> <p>The remuneration packages for the GMD, who is the sole Executive Director, and Senior Management are structured in a way that links top executive rewards to the achievement of the Corporate KPIs. The remuneration and terms of employment for the GMD and Senior Management are determined and recommended based on the policy framework set out by the BNRC.</p> <p>The criteria in determining the GMD's remuneration includes, but not limited to, his performance, the consumer price index and information from independent sources, benchmarked against similar positions in a selected group of comparable companies, achievement of KPIs in a scorecard aligned with the corporate objectives, financial performance and shareholders' value creation.</p> <p>The BNRC, as well as the Board, will assess the performance of the Senior Management personnel using the Corporate, Sector and Divisional Scorecard. The same assessment will also be used as a basis to determine their performance bonus and annual increment. The proposed remuneration for Senior Management will take into consideration their individual performance, the responsibilities entrusted to them, as well as their remuneration positioning in terms of internal and external equity.</p>
Explanation for departure	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	

Timeframe	:		
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Intended Outcome

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

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

Practice 7.2

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board is satisfied that the BNRC has effectively and efficiently discharged its roles and responsibilities with respect to its nomination and remuneration functions, which include amongst others, review of the remuneration framework of the Board, GMD and Senior Management. As such, there exist no necessity to separate the nomination and remuneration functions into two (2) distinct committees.</p> <p>The TOR of the BNRC delineates the authority, duties and responsibilities in relation to the nomination and remuneration matters, which is accessible on DRB-HICOM's website at www.drb-hicom.com.</p> <p>The BNRC aims to ensure that Directors' remuneration is competitive, motivates good performance and loyalty, and supports growth in shareholders' value.</p> <p>The details of the BNRC's activities for 2024 are set out on page 229 of the Integrated Annual Report 2024.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 8.1

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

Application	:	Applied
Explanation on application of the practice	:	Details of the remuneration of individual Directors of the Company for the financial year ended 31 December 2024 are as follows:-

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Tan Sri Wan Zulkiflee Wan Ariffin	Independent Director	310.00	862.00	0	0	35.20	0	1,207.20	310.00	862.00	0	0	35.20	0	1,207.20
2	Dato' Ibrahim Taib	Independent Director	260.00	30.00	0	0	0	0	290.00	460.00	161.00	0	0	0	0	621.00
3	Datuk Ooi Teik Huat <i>(resigned on 2 December 2024)</i>	Non-Executive Non-Independent Director	227.78	36.00	0	0	0	0	263.78	227.78	36.00	0	0	0	0	263.78
4	Datuk Idris Abdullah @ Das Murthy	Independent Director	258.00	38.00	0	0	0	0	296.00	350.00	54.00	0	0	0	0	404.00
5	Uji Sherina Abdullah	Independent Director	188.00	22.00	0	0	0	0	210.00	188.00	22.00	0	0	0	0	210.00
6	Tan Sri Syed Faisal Albar Syed A.R Albar	Executive Director	0	0	0	0	0	0	0	120.00	9.00	2,398.80	2,293.20	194.58	751.93	5,767.51
7	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
8	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
9	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

Intended Outcome

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

Practice 8.2

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

Application	:	Departure												
Explanation on application of the practice	:													
Explanation for departure	:	<p>The Board is of the opinion that disclosing the remuneration component on a named basis of Senior Management will neither be in the best interest nor to the advantage of the Group, considering the highly competitive market for talents. Talent poaching is common in the industry and the Group intends to ensure that the employee retention efforts are safeguarded.</p> <p>Currently, the performance of Senior Management personnel is assessed on an annual basis and measured against their KPIs for the year. The Board will ensure that the remuneration for the Senior Management personnel commensurate with corporate and individual performances.</p> <p>The Senior Management’s remuneration (including salary, bonus, allowances and other emoluments) are disclosed in the bands of RM50,000, as follows:-</p> <table><tr><th>Senior Managements’ Remuneration</th><th>Number of Senior Management</th></tr><tr><td>RM1,350,001 to RM1,400,000</td><td>1</td></tr><tr><td>RM2,150,001 to RM2,200,000</td><td>1</td></tr><tr><td>RM2,250,001 to RM2,300,000</td><td>1</td></tr><tr><td>RM2,650,001 to RM2,700,000</td><td>1</td></tr><tr><td>RM5,600,001 to RM5,650,000</td><td>1</td></tr></table>	Senior Managements’ Remuneration	Number of Senior Management	RM1,350,001 to RM1,400,000	1	RM2,150,001 to RM2,200,000	1	RM2,250,001 to RM2,300,000	1	RM2,650,001 to RM2,700,000	1	RM5,600,001 to RM5,650,000	1
Senior Managements’ Remuneration	Number of Senior Management													
RM1,350,001 to RM1,400,000	1													
RM2,150,001 to RM2,200,000	1													
RM2,250,001 to RM2,300,000	1													
RM2,650,001 to RM2,700,000	1													
RM5,600,001 to RM5,650,000	1													

<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	: The Board will continuously monitor the market practice of such disclosures and its possible impact, for future consideration.
Timeframe	: Others At the appropriate time

Intended Outcome

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

Practice 8.3 - Step Up

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

Application :	Not Adopted
Explanation on adoption of the practice :	

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

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.1

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The positions of the Chairman of the Board and BAC are held by separate individuals, who are independent directors. The Chairman of the Board is Tan Sri Wan Zulkiflee Wan Ariffin while the Chairman of the BAC is Dato' Ibrahim Taib, a Senior INED. This promotes robust and open deliberations by the Board on matters referred by the BAC.</p> <p>Details of the composition and activities of the BAC are set out in the Audit Committee Report contained in the Integrated Annual Report 2024.</p>	
Explanation for departure	:		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board recognises the need to uphold the independence of the External Auditors from the Board and Management. As at the date of this report, the BAC comprises three members and none of them are former key audit partners.</p> <p>In line with the recommendation of the MCCG, the TOR of BAC has included the cooling off period of at least three years before any former key audit partner could be appointed as a BAC member, to safeguard the independent audit of the Company's financial statement.</p> <p>The TOR of the BAC is available on the Company's website at www.drb-hicom.com.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Company has revised the procedures for the BAC to assess the suitability, objectivity and independence of the external auditors of the Company pursuant to the External Auditor ("EA") Policy & Procedure ("the Policy"), which was approved by the Board on 6 April 2023.</p> <p>The BAC also manages the Company's relationship with its external auditors, on behalf of the Board. The BAC considers the re-appointment, remuneration and terms of engagement of the external auditors annually. The review covers the independence and service level of the external auditors, which include, amongst others, the quality of work, timeliness and non-audit services provided.</p> <p>The BAC members conducted assessments of the external auditor's effectiveness in March 2025. The external auditor's quality of services, sufficiency of resources, quality of communication and interaction, independence, objectivity and professionalism are assessed to safeguard the quality and reliability of the quarterly reports and audited financial statements.</p> <p>The external auditor, KPMG PLT ("KPMG"), has declared that it had been independent throughout the conduct of the audit engagement for DRB-HICOM Group for 2024 in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants and the International Ethics Standards Board for Accountant's Code of Ethics for Professional Accountants. KPMG has further declared that upon review of the non-audit services to DRB-HICOM, none of the services provided compromise the firm's independence as the Group's external auditor.</p>

	In view thereof, the Board had on 28 March 2025 approved the BAC’s recommendation for shareholders’ approval to be sought at the forthcoming 35th AGM on the re-appointment of KPMG as external auditors for the Company for the ensuing financial year.	
Explanation for departure		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted		
Explanation on adoption of the practice	:	The BAC of DRB-HICOM comprises exclusively Independent Directors as follows:		
		No.	Member	Designation
		1.	Dato' Ibrahim Taib	Senior Independent Non-Executive Director
		2.	Datuk Idris Abdullah	Independent Non-Executive Director
		3.	Madam Tang Saw Hua	Independent Non-Executive Director

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The BAC has a mix of qualified and experienced professionals in the field of accountancy, consultancy and law. The Chairman and members of the BAC discharge their duties in accordance with the TOR of the BAC. The Profiles of the BAC members are set out on pages 206, 207 and 209 of the Integrated Annual Report 2024.</p> <p>The BAC members are expected to devote sufficient time to attend relevant training and continuous professional development programmes to keep themselves abreast of the introduction of new accounting and auditing standards, practices and rules. In addition, when there are changes to or adoption of new provisions of the Malaysian Financial Reporting Standards ("MFRS"), members will be briefed on such matters by the external auditors.</p> <p>As recommended by the BNRC, the Board had at its meeting held on 27 February 2025, reviewed the outcome of the annual evaluation of the members of the BAC, including its composition and effectiveness. The Board is satisfied with the BAC's existing performance and the current diversity of the BAC members as they are able to discharge their duties and responsibilities effectively.</p> <p>The detailed report of the BAC's activities for 2024 is set out in the BAC Report contained in the Integrated Annual Report 2024.</p>
Explanation for departure	:	

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

Intended Outcome

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

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

Practice 10.1

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

Application :	Applied
Explanation on application of the practice :	<p>The Board has established a risk management and internal control system that enables the risk assessment, treatment, monitoring and reporting of all relevant and material risks on a group and entity-wide basis, including new and emerging risks. Further, the Board recognises that this system is designed to manage, rather than eliminate the risks of not adhering to the Group's policies and achieve goals and objectives within the risk appetite and risk tolerance determined by the Board and Management. Therefore, the system provides reasonable but not absolute assurance, against the occurrence of any material misstatement or loss.</p> <p>The establishment of the Group's Enterprise Risk Management Framework is based on the best practices outlined in the revised International Organisation for Standardisation (ISO) 31000:2018 – Risk Management Guidelines. The key components of the Risk Management Framework are Governance, Risk Assessment, Risk Treatment, Monitoring and Review, Risk Reporting, and Training and Development. Another important feature of the Framework is the categorisation of risks into eight clusters, namely Market and Business Risk, Strategic Risk, Operational Risk, Financial Risk, Reputational Risk, Information Risk, Organisational Risk, and Regulatory Risk which enable the Group to identify, assess and recognise appropriate treatment for these risks.</p> <p>The BRSC periodically reviews the adequacy and effectiveness of the Group's policies, procedures and Framework, and whenever necessary, recommends revisions for the Board's consideration and approval.</p> <p>Further details on the Risk Management framework are provided on pages 256 to 257 of the Integrated Annual Report 2024.</p>

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

Intended Outcome

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

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

Practice 10.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board, via the BRSC, oversees the risk management matters of the Group, which include assessing, treating, monitoring and reporting significant risks across the Group, as outlined in the Group Risk Management policy of DRB-HICOM, as well as the Sustainability Reporting Guidelines prescribed by Bursa Securities. The BRSC also assists the Board to fulfil its responsibilities with regard to the governance of emerging risks and the overall risk exposure of the Group.</p> <p>The BRSC reviews the risk management framework and procedures within the Group to ensure that reasonable assurance is adopted in managing risks. Further, the BRSC reviews and monitors the risk appetite and risk tolerance performed by the Group Risk Management to safeguard the shareholders' investments and the Group's assets, and reports to the Board on a quarterly basis. During the quarterly meeting, BRSC discusses the Group's consolidated risk report which comprised top key risks of the Group with mitigating plans laid out, update on key economics, outlook of the various business sectors, and matters arising therefrom. The BRSC also deliberates on the effectiveness of the controls being implemented and monitors the timelines of the action plans proposed by the subsidiary companies.</p> <p>The RMC, chaired by the GMD, reviews and presents the identified Group's top key risks and the action items to the BRSC on a quarterly basis. The RMC also keeps itself abreast with the emerging risks that could adversely affect the Group from achieving its objectives, such as risks relating to sustainability (i.e., climate change), supply chain, cyber-security and corporate liability.</p> <p>Apart from the oversight of the Board and the various Committees, the risk management and internal control systems are also regulated</p>

	by a formal corporate structure with clear lines of reporting and responsibility to ensure proper segregation of duties, assignment of authority and accountability within the Group.	
	Further details on the effectiveness of the Risk Management and Internal Controls are provided in the Directors’ Statement on Risk Management and Internal Control on pages 251 to 258 of the Integrated Annual Report 2024.	
Explanation for departure		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 10.3 - Step Up

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

Application	:	Adopted
Explanation on adoption of the practice	:	<p>In recognising the importance of the strategic risk of sustainability and the effective management of sustainability practices within the Group, the Board has established the Board Risk and Sustainability Committee ("BRSC") to oversee risk management matters of the Group, which include assessing, treating, monitoring and reporting significant risks across the Group, including risks that threaten its sustainability.</p> <p>Currently, the BRSC of the Company comprises three members, exclusively INEDs, as follows:-</p> <ul style="list-style-type: none">a. Datuk Idris Abdullah @ Das Murthy (Chairman) (INED)b. Dato' Ibrahim Taib (INED)c. Madam Tang Saw Hua (INED) <p>The duties and responsibilities of BRSC are as set out in the TOR of the BRSC, which is available on the Company's website at www.drb-hicom.com.</p>

Intended Outcome

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

Practice 11.1

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

Application :	Applied
Explanation on application of the practice :	<p>The Board has established an in-house GIAID for DRB-HICOM Group, which is led by the Chief Internal Audit & Integrity Officer who reports directly to the BAC, and administratively to the GMD. Companies under the Group, which are listed or regulated by Bank Negara Malaysia are under the purview of the BAC and the internal audit functions of the respective companies.</p> <p>The Chief Internal Audit & Integrity Officer shall be accountable in reporting to the BAC the assessment of adequacy and effectiveness of the Group's control processes. The Chief Internal Audit & Integrity Officer has full access to the BAC Chairman for consultation and clarification on audit scope and objectiveness of work done as well as reporting purposes. The appointment, removal, remuneration, and performance evaluation of the Chief Internal Audit & Integrity Officer would require the recommendation of the BAC prior to review by the Board Nomination & Remuneration Committee ("BNRC") and before submitting to the Board of DRB-HICOM for approval. This exercise is disclosed in the Internal Audit Charter.</p> <p>The Internal Audit Charter approved by the BAC defines GIAID's purpose, authority and responsibility. The GIAID's function undertakes independent assessments on the Group's internal control system based on the audit engagements, which are carried out in the financial year and provides assurance to the BAC that no material issue of concern or major deficiency has been unnoticed, which would pose high risk to the overall system of the internal controls under review.</p> <p>The BAC reviews the internal audit reports presented by the Chief Internal Audit & Integrity Officer at each BAC Meeting held throughout the financial year. This includes review on the Division's activities with respect to:</p> <p>i. Status of audit activities as compared to the approved Annual</p>

	<p>Audit Plan.</p> <p>ii. Results of the scheduled, follow-up and special audits.</p> <p>iii. Adequacy of the Management’s responsiveness to audit observations and recommendations arising from audit reviews carried out.</p> <p>iv. Status of the Internal Audit’s Quality Assurance and Improvement Programme.</p> <p>v. Adequacy of the audit resources, training and development of staff within the Division.</p> <p>vi. Related Party Transactions and Recurrent Related Party Transactions as well as conflict of interest situations that arose, persists, and may arise within the Group.</p> <p>In 2024, the BAC held two (2) private meetings with the Chief Internal Audit & Integrity Officer, without the presence of the Management Team, to review and discuss the Group’s key internal controls and internal audit related matters.</p> <p>The GIAID’s Annual Audit Plan, financial budget, and manpower requirements for the ensuing year were reviewed and approved by the BAC to ensure adequate scope of audit work and that GIAID is equipped with adequate, competent, and proficient internal auditors.</p> <p>The BAC also performs annual evaluation on the GIAID in accordance with Paragraph 15.12(e) of the MMLR of Bursa Securities.</p>	
Explanation for departure		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 11.2

The board should disclose–

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Group has an in-house internal audit function which is carried out by the GIAID and is currently headed by Hafni Mohd Said since year 2023. He holds a Master in Business Administration from Universiti Putra Malaysia and a Bachelor of Commerce from Dalhousie University, Halifax, Nova Scotia, Canada with 25 years of experience in internal audit and 7 years of experience in finance.</p> <p>Both the Internal Audit Department of Pos Malaysia Berhad and Group Internal Audit (“GIA”) of PROTON Holdings Berhad (“PROTON”) report their audit performance every quarter to the Chief of Internal Audit & Integrity Officer, as performance of these subsidiary companies are under the purview of BAC of DRB-HICOM Berhad.</p> <p>As of 31 December 2024, the total staff strength of GIAID comprise 22 personnel (including investigation unit, operations audit team, integrity unit, and administrative personnel). The internal auditors have relevant qualifications and work experience with diverse background. They are encouraged to continuously enhance their knowledge, skills, and competencies through relevant professional audit certifications, seminars, courses, and on-the-job training.</p> <p>The GIAID reports directly to the BAC to preserve its independence and objectivity. As guided by the Internal Audit Charter, GIAID has no operational responsibility and management authority over the activities of its audits in order to maintain its independence and objectivity and shall remain free from interference by any elements in the Group.</p> <p>GIAID adopts a risk-based approach as part of its audit planning and</p>

	<p>execution, with focus on significant identified risks and effectiveness of the controls in mitigating such risks. In performing the audit engagements, GIAID's operations is guided by the Institute of Internal Auditors' International Professional Practice Framework ("IPPF"), which includes the definition of Internal Auditing, the Code of Ethics, and the International Standards for the Professional Practice of Internal Auditing.</p> <p>GIAID is also guided by the internal policies, procedures, the Internal Control-Integrated Framework issued by the Committee of Sponsoring Organisation of the Treadway Commission ("COSO") and Control Objectives for Information and Related Technology ("COBIT") issued by the Information Systems Audit and Control Association ("ISACA").</p> <p>The BAC reviews, challenges, and approves the GIAID's audit plan annually with periodic reviews being carried out to ensure adequate business alignment, risk assessment, and audit methodology as well as ensuring robustness and dynamics in the audit planning process. All internal audit assignments and ad-hoc assignments during the financial year 2024 were conducted by GIAID, i.e. no outsourced activities.</p>	
Explanation for departure		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 12.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board acknowledges the importance of continuous and effective communication with the Company's shareholders, investors and other stakeholders, which is accurate, transparent and accountable. As such, the Board has adopted a Corporate Disclosure Policy in 2012, and the said policy was revised in November 2023. In line with the Policy, the Board, along with the Management, also ensures that the Company's website contains relevant information on the Group, including, amongst others, the Group's business activities, investor relations activities, all announcements released to Bursa Securities and any press releases made by the Company/Group.</p> <p>At the general meetings of the Company, every shareholder is given the opportunity to raise questions on the Company's financial performance, activities and any concerns regarding the Company/Group. Besides that, the Company has established an Investor Relations Department, a dedicated channel to respond to any enquiries from the shareholders, investors and other stakeholders.</p> <p>The activities undertaken by the Investor Relations Department for 2024 are outlined on pages 66 to 68 of the Integrated Annual Report 2024.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

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

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

Practice 12.2

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

Application	:	Applied	
Explanation on application of the practice	:	DRB-HICOM has issued its first Integrated Annual Report ("IAR") 2023 on 29 April 2024 where the Company had applied relevant content elements and guiding principles of the International Integrated Reporting Council's Integrated Reporting Framework in the IAR 2023 to improve the quality of information disclosures to stakeholders and promotes greater transparency and accountability. The Board is committed in communicating value creation in a transparent method as a key element in the Group's effectiveness in corporate governance practices. Integrated reporting is an on-going journey, and the Group will continue enhancing its disclosures in the Integrated Report(s) in line with global best practices and the expectations of our stakeholders.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>In 2024, DRB-HICOM dispatched the Notice of its 34th AGM, 28 days before the AGM, well in advance of the 21-day requirement under the CA 2016 and MMLR of Bursa Securities. The additional time given to the shareholders allowed them to make the necessary arrangements to either attend and participate in person, or through corporate representative(s) or proxy(ies) digitally, by way of virtual meeting.</p> <p>The Company provided the Administrative Guide when giving notice of the 34th AGM, which provided information to the shareholders regarding the details of the AGM, their rights to appoint proxies or representatives and information as to who was considered a proxy.</p> <p>The notes to the Notice of the 34th AGM provided detailed explanations for each resolution proposed, giving clarity so that the shareholders could make informed decisions, when exercising their rights to vote during the AGM.</p> <p>The Notice of AGM was published in one (1) nationally circulated newspaper, for wider dissemination, to encourage shareholders' participation.</p> <p>In addition, the Notice of AGM and Proxy Form which were contained in the Integrated Annual Report, were posted on the website of DRB-HICOM at www.drb-hicom.com.</p> <p>For the forthcoming 35th AGM scheduled on 28 May 2025, the Notice of AGM is scheduled to be issued to the shareholders of the Company on 29 April 2025, i.e., more than 28 days prior to the AGM.</p>
Explanation for departure	:	

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

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>All six (6) Directors attended and participated in the 34th AGM of the Company held on 28 May 2024, which was held virtually at the Broadcast Venue, Training Hall, Level 6, Wisma DRB-HICOM, No. 2, Jalan Usahawan U1/8, Seksyen U1, 40150 Shah Alam, Selangor Darul Ehsan.</p> <p>The Group Company Secretary, the Group Chief Financial Officer, the External Audit Partner, the Poll Administrator and the Scrutineer also attended and participated in the virtual 34th AGM of DRB-HICOM, together with the Senior Management.</p> <p>The proceedings of the 34th AGM included the presentation by the GMD on the business performance and prospect of the Group for 2023, a presentation on the detailed responses to questions raised by the Minority Shareholders Watch Group ("MSWG") prior to the aforesaid AGM and a Q&A session during which the Chairman invited the shareholders to use the query box facility to submit questions (real-time) during the meeting, pertaining to the Company's financial statements and other items for adoption at the meeting, before presenting the resolutions and put them forward for voting. Besides the Directors and the GMD, the Management and External Auditors were in attendance to respond to the shareholders' queries.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.3

Listed companies should leverage technology to facilitate–

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The 34th Annual General Meeting held on 28 May 2024 was conducted virtually at the Broadcast Venue and via Meeting Platform at https://investor.boardroomlimited.com provided by Boardroom Share Registrars Sdn Bhd ("Boardroom").</p> <p>The 34th AGM was attended by 1,022 shareholders and proxy holders, where they participated and voted in the meeting remotely via live streaming and online voting using Remote Participation and Electronic Voting ("RPEV") facilities. Boardroom was appointed as the Poll Administrator to conduct the online electronic polling process and SKY Corporate Services Sdn Bhd was appointed as the independent scrutineer to verify the poll results.</p> <p>The Company, together with Boardroom, had ensured that good cyber hygiene practices were in place, including data privacy and security to prevent cyber threats during the AGM. Boardroom had made representation to the Company that the security, confidentiality, integrity and availability of Lumi AGM application are vital to conducting a successful AGM. Its Lumi AGM systems and suppliers' services are certified to the ISO/IEC 27001:2013 international standard, which provides a robust, auditable and externally verified framework of controls designed to maintain confidentiality, integrity and availability of customers' information and personal data that Lumi processes on their behalf. Boardroom also states that the clients' data has never been used for quality assurance purposes and is not retained beyond the purpose of processing clients' proxy forms for the conduct of the general meetings.</p>
Explanation for departure	:	

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

Intended Outcome

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

Practice 13.4

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

Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.

Application :	Applied
Explanation on application of the practice :	<p>All meeting participants, including the Chairman of the meeting, Board members, Senior Management and shareholders, participated in the 34th AGM virtually from the Broadcast Venue and via Online Meeting platform to support a meaningful and robust engagement with the shareholders.</p> <p>The Chairman of the Board chaired the 34th AGM in an orderly manner. Prior to tabling the agenda of the 34th AGM, the shareholders were briefed by the GMD on the business performance of the Group for 2023. In addition, the Group Chief Financial Officer shared the detailed responses to questions raised, prior to the aforesaid AGM, by the MSWG.</p> <p>The Virtual Meeting Portal was opened for login one (1) hour before the commencement of the meeting. Upon logging in, shareholders were allowed to use the messaging window facility via the Virtual Meeting Portal to submit their questions.</p> <p>The Board endeavoured to provide clear and meaningful responses to questions posed to them by the shareholders at the 34th AGM. The questions posed by the shareholders and the answers provided by the Board and Senior Management during the 34th AGM had been uploaded to the Company's website. The MSWG's Q&A presented during the 34th AGM is also available on the Company's website.</p> <p>All resolutions set out in the Agenda of the 34th AGM were conducted by way of a poll using the RPEV facilities. The Board also encouraged active participation by the shareholders and investors during the AGM.</p>

	The shareholders who participated through RPEV facilities were also able to cast their votes online.	
Explanation for departure		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

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

Practice 13.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Company's 34th AGM was conducted virtually where it has engaged Boardroom as the Poll Administrator and/or RPEV service provider for the AGM. To enable the eligible shareholders to participate and vote remotely, shareholders were invited to register online with Boardroom Smart Investor Portal at its website https://investor.boardroomlimited.com. Registrations were verified and approved within one (1) business day and notifications were e-mailed to the shareholders. Through Boardroom's website, shareholders were allowed to submit questions before the AGM and request for printed copies of the Annual Report.</p> <p>On the day of the meeting, the Virtual Meeting Portal was opened for login one (1) hour before the commencement of the meeting. Thereafter, shareholders were allowed to use the messaging window facility via the Virtual Meeting Portal to submit their questions.</p> <p>All questions had been grouped into three (3) categories namely, financials, operations and corporate governance. The Q&As were read out and made visible to the shareholders via live stream and had been responded by the Board, Senior Management and External Auditors during the meeting. All the Q&As together with the Minutes of Meeting, were posted on the corporate website as soon as practicable after the AGM.</p> <p>The Q&A session served as an interaction between the Directors, Management and shareholders during the virtual meeting whilst the</p>

	members in attendance in the proceedings of the 34th AGM could proceed to cast their votes via the Virtual Meeting Portal.	
	The poll results were verified by the Scrutineers, SKY Corporate Services Sdn Bhd and thereafter, the poll results for Resolutions 1 to 7 were displayed to the shareholders and proxies present as the Chairman declared that the resolutions were duly passed.	
Explanation for departure		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 13.6

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

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>		
Application	:	Applied
Explanation on application of the practice	:	The Minutes of the 34th AGM held on 28 May 2024 (including all the Questions and Answers in relation thereto) had been posted on DRB-HICOM's website: https://www.drb-hicom.com/investors/general_meetings/ on 27 June 2024 i.e., within 30 business days from the date of the 34th AGM.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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

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

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