

CORPORATE GOVERNANCE REPORT

STOCK CODE : 0393
COMPANY NAME : TEAMSTAR BERHAD
FINANCIAL YEAR : December 31, 2025

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

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

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

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board of Directors ("Board") of Teamstar Berhad ("Company") is responsible for ensuring the long-term success of the Company and its subsidiaries ("Group") while driving sustainable value for its stakeholders. The Board is committed to providing effective leadership and oversight of management, and to acting in the best interests of the Company to achieve the Group's objectives and goals, while maintaining high standards of transparency, accountability and good corporate governance practices.</p> <p>The Company is led and managed by an experienced Board comprising members with extensive experience in relevant fields, who collectively bring a broad range of skills, expertise and knowledge required to effectively direct and oversee the Group's business activities, and to provide valuable insights in support of the Company's long-term goals. The profile of each Board member is set out in the Company's Annual Report 2025.</p> <p>The Board has delegated the day-to-day operations of the Group to the Group Chief Executive Officer ("Group CEO"), Executive Directors and Key Senior Management ("KSM"). They manage the Group in accordance with the strategies and policies approved by the Board.</p> <p>Guided by the Board Charter, the Board holds ultimate accountability and responsibility for the Company's stewardship, including but not limited to:</p> <ul style="list-style-type: none">(i) together with Management, promote good corporate governance culture and ensure appropriate corporate governance in place within the Group which reinforces ethical, prudent and professional behaviour and fostering a corporate responsibility culture throughout the Group;(ii) review and adopt the overall strategic direction, business plans, and annual budgets of the Group, including major capital

	<p>commitments and ensure that the strategic plan of the Group supports long-term value creation and includes strategies on economic, environmental, social and governance (“EESG”) considerations underpinning sustainability;</p> <p>(iii) review, challenge and decide on Management’s proposals for the Group, monitoring its implementation by Management and its contribution to the Group;</p> <p>(iv) oversee the execution of the Group’s business to ensure it is properly and ethically conducted including supervising and assessing corporate behaviour and performance of the Group as a whole;</p> <p>(v) ensure the Group’s core values, vision, mission and shareholders’ interests are met;</p> <p>(vi) identify and understand the principal risks and ensure the implementation of appropriate internal controls and mitigation measures to manage these risks;</p> <p>(vii) adopt an appropriate risk management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks that appropriately reflects the risk appetite within which the Board expects Management to operate;</p> <p>(viii) review the adequacy and integrity of the Group’s internal control system and management information systems;</p> <p>(ix) ensure that KSM has the necessary skills and experience, and that measures or policies are in place for the orderly succession of the Board and KSM;</p> <p>(x) ensure there are appropriate policies for training, appointment and performance monitoring of KSM;</p> <p>(xi) oversee the development and implementation of an investor relations programme or shareholders’ communications policy for the Group to enable effective communication with stakeholders;</p> <p>(xii) review and approve financial statements and ensure the integrity of the Company’s financial and non-financial reporting;</p> <p>(xiii) review and approve the Company’s annual report;</p> <p>(xiv) undertake a formal and objective annual evaluation of the Board, Board Committees and each individual Board member to gauge their respective effectiveness;</p> <p>(xv) ensure all significant systems and procedures are in place for the Group to run effectively, efficiently and meet all legal and contractual requirements;</p> <p>(xvi) monitor compliance with established policies and procedures;</p> <p>(xvii) establish key performance indicators and succession plans;</p> <p>(xviii) review and approve the appointment of all external advisors and their related advisory fees;</p> <p>(xix) review through the Audit and Risk Management Committee (“ARMC”) any conflict of interest or potential conflict of interest that arose, persist or may arise within the Group, including but not limited to transactions, procedures, or courses of conduct that raise concerns about the integrity of Management, together with the measures taken to resolve, eliminate, or mitigate the</p>
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	<p>conflict of interest or potential conflict of interest and disclose them in the ARMC report; and</p> <p>(xx) carry out or perform such other functions necessary for the discharge of its fiduciary duties under the relevant laws, rules and regulations.</p> <p>Further, the Board has established the following Board Committees delegated with different functions to assist the Board in carrying out its duties and responsibilities:</p> <p>i) <u>ARMC</u> The ARMC assists the Board in overseeing the Group’s financial reporting process, risk management and internal control systems as well as related party transactions and conflict of interest. It also reviews and evaluates the appointment and performance of internal and external auditors while ensuring the adequacy of controls in processes and procedures in compliance with applicable laws, regulations, directives and guidelines.</p> <p>ii) <u>Nomination and Remuneration Committee (“NRC”)</u> The NRC assists the Board in reviewing and recommending the structure, size, composition and remuneration of the Board and KSM. It also oversees Board and Board Committees appointments, annual performance evaluations, succession planning as well as ensuring fair and competitive remuneration policies aligned with executive responsibilities and Company’s performance as well as comparable market statistics.</p> <p>The Chairman of the ARMC and NRC would report to the Directors at Board meetings of any salient matters noted by the respective Committees as well as matters that would require the Board’s notice, action, direction or approval.</p> <p>Apart from the aforementioned Board Committees, the Board may from time to time establish other Board Committees to assist it in discharging its responsibilities more effectively.</p> <p>The Board Charter and Terms of Reference for each Board Committees outlining their roles and responsibilities are available on the Company’s website at www.teamstarberhad.com.</p>
<p>Explanation for departure :</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p>Measure :</p>	

Timeframe	:		
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Intended Outcome

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

Practice 1.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Independent Non-Executive Chairman, Mr Ling Thik Ping, provides overall leadership to the Board, ensuring it operates effectively in fulfilling its responsibilities. He is responsible for ensuring Board effectiveness and promoting the highest standards of integrity, probity and corporate governance throughout the Group. He also facilitates productive discussions, allocates adequate time for deliberations and provides conclusive reviews on issues raised, fostering informed decision-making.</p> <p>His primary responsibilities include the following:</p> <ul style="list-style-type: none">(i) setting the Board agenda and ensuring that Board members receive complete and accurate information in a timely manner;(ii) leading the Board in adopting and implementing good corporate governance practices in the Group;(iii) leading Board meetings and discussions and acting as facilitator to ensure a meaningful level of engagement among Board members;(iv) encouraging active participation of Directors at Board meetings and allowing dissenting views to be expressed openly;(v) promoting constructive and respectful relations between Directors and KSM;(vi) ensuring compliance with all relevant regulations and legislation; and(vii) representing the Board to shareholders and ensuring appropriate measures are in place for effective communication with stakeholders and that their views are communicated to the Board as a whole. <p>These responsibilities reinforce the Chairman's role in providing effective leadership to the Board, ensuring sound corporate governance and maintaining the Board's effectiveness.</p> <p>The detailed roles and responsibilities of the Chairman are outlined in the Board Charter, which is available on the Company's website at www.teamstarberhad.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 position of the Chairman is held by Mr Ling Thik Ping, while the position of Group CEO is held by Mr Tan Lee Kueng.</p> <p>The roles and responsibilities of the Chairman and Group CEO are separate and distinct, with clear segregation to enhance accountability and maintain a balance of authority, preventing unfettered decision-making powers.</p> <p>The separation in the roles of the Chairman and Group CEO strengthens the Board's role in exercising objective oversight over management and alleviates conflicts.</p> <p>The Chairman provides leadership to the Board and is primary responsible for promoting sound corporate governance practices, fostering constructive discussions and overseeing stakeholder communication. Whereas the Group CEO manages the Group's daily operations, ensures the effective implementation of the Group's strategic plan and policies approved by the Board and maintains business continuity.</p> <p>The clear division of roles between the Chairman and Group CEO is detailed in the Board Charter, which is available on the Company's website at www.teamstarberhad.com.</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 1.4

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

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>	
Application :	Applied
Explanation on application of the practice :	The Chairman, Mr Ling Thik Ping, is not a member of the ARMC or NRC, nor does he participate in any of the Board Committees' meetings. This separation preserves his objectivity and independence, ensuring that the Board's deliberations on the observations and recommendations of the Board Committees remain impartial and free from potential conflicts of interest or risks of self-review.
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 1.5

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 two (2) qualified and competent Company Secretaries, Ms Yeng Shi Mei and Ms Rebecca Kong Say Tsui, both of whom are members of the Malaysian Institute of Chartered Secretaries and Administrators and qualified under Section 235(2) of the Companies Act 2016.</p> <p>The Company Secretaries play a vital role in fostering sound governance by providing strategic advice, ensuring strict adherence to regulatory requirements and procedures and championing corporate governance best practices. Additionally, the Board has full access to their advice and services on all Board affairs and business matters.</p> <p>The roles of the Company Secretaries include the following:</p> <ul style="list-style-type: none">(i) ensuring that Board procedures are followed during meetings;(ii) managing logistics, attending meetings and recording minutes of Board and Board Committee meetings;(iii) advising the Board and Board Committees on their roles and responsibilities, corporate disclosures and compliance with company law, securities regulations and ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") ("Listing Requirements");(iv) managing procedures pertaining to Annual General Meeting ("AGM");(v) monitoring corporate governance developments and assisting the Board in adopting good corporate governance and sustainable EESG practices to meet the Board's needs and stakeholders' expectations; and(vi) performing such other functions as may be directed by the Board. <p>Further, the Company Secretaries keep themselves abreast of relevant corporate governance and regulatory requirements by undertaking continuous professional development.</p> <p>The Board is satisfied with the performance, competency and level of support provided by the Company Secretaries in assisting the Board to discharge its functions during the financial year ended 31 December 2025 ("FYE 2025").</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 1.6

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>All Board and Board Committees' meetings of the Company are scheduled in advance, allowing Directors sufficient time to plan and ensure their availability. To facilitate this, an annual meeting calendar setting out the schedule of Board and Board Committees' meetings, as well as the forthcoming AGM, is prepared and circulated to the Board for review and approval.</p> <p>The Company Secretaries, in consultation with the Chairman of the Board and Board Committees, assist in planning and formulating the agendas for these meetings. Additional agenda items may be included as needed at the request of the Board or Board Committee Chairmen, the Board or Management. To support efficient and timely decision-making, meeting notices, agendas, minutes of previous meeting and meeting papers pertaining to relevant proposals are circulated to the members of the Board and Board Committees at least five (5) business days before each meeting, except in emergencies. This ensures that Directors have sufficient time to review meeting materials, seek further clarification from Management if necessary, and engage in meaningful deliberation during meetings.</p> <p>In addition, to uphold the highest standards of integrity, objectivity and independence, all Board and Board Committees' meetings are conducted separately. The meetings are scheduled with appropriate time intervals on the same day to ensure discussions are neither rushed nor unduly prolonged. This structured approach enables Directors to focus effectively on each meeting's agenda while maintaining a seamless flow of deliberations across sessions. The Board members are then kept apprised of Board Committees' meetings through update reports from the said Committees during Board meetings.</p> <p>All Directors have full and unrestricted access to information regarding the Group's business and affairs, as well as to the professional advice and services of the Company Secretaries, external and internal auditors, and consultants. Such access is available to them either in their individual capacity or collectively as the Board, at the Company's expense, to support informed decision-making. Additionally, the Board may at its discretion, invite KSM or external parties to Board meetings when necessary to facilitate discussions and ensure the effective discharge of responsibilities.</p>

	<p>The Company Secretaries document all matters raised, discussions, deliberations, decisions and conclusions made during the Board and Board Committees' meetings. They also seek clarification from Management to ensure that the draft minutes appropriately captured relevant technical points and issues discussed at the meeting where relevant.</p> <p>All Board members ensure that the minutes of meetings accurately reflect the deliberations and decisions of the Board, including any dissenting views and whether any Director had abstained from voting or deliberating on a particular matter.</p> <p>Minutes of meeting are circulated and confirmed as a correct record by the Board and Board Committees at the subsequent meeting.</p> <p>While circular resolutions serve as a practical tool for addressing administrative matters that do not require in-depth discussion, they should not replace Board meetings for complex decisions that demand rigorous deliberation. The Board exercises discretion in their use, ensuring that substantive issues are addressed through formal discussions rather than circular resolutions.</p> <p>The summary of Written Resolutions which have been passed since the last Board meeting, is circulated for notation of the Board and recorded in the minutes of 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

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 Board has on 25 June 2025 established and adopted a comprehensive Board Charter that serves as a primary reference and literature that guides the governance and conduct of the Board. The Board Charter clearly defines the functions of the Board and its Board Committees, the delegation of management functions, the annual assessment of Board performance and matters reserved for the Board's approval.</p> <p>The Board Charter covers the following core areas:</p> <ul style="list-style-type: none">(a) Board structure, establishes principles on Board composition, appointment, tenure of Directors, Board independence and Directors' fit and proper criteria.(b) Roles and responsibilities, defines the duties and responsibilities of the Board, Chairman, Group CEO, Directors and KSM.(c) Board Committees and Board meetings, including details of the composition of the Board Committees and the proceedings of Board meetings.(d) Board evaluation and performance, reviewing the effectiveness and performance of the Board, Board Committees and the individual Directors based on a variety of assessment criteria.(e) Remuneration of Directors, outlining the remuneration framework and policy to ensure transparent disclosure.(f) Induction and training for Board members, including the mandatory induction and continuous training, with the Board (through the NRC) overseeing the training needs.(g) Access to information and independent professional advice by all Directors, to effectively discharge their roles and duties.

	<p>(h) Company Secretary, outlining their roles and responsibilities.</p> <p>(i) Investor relations and shareholders communication, including the implementation of the Corporate Disclosure Policy for disseminating pertinent information and upholding best practices in convening general meetings.</p> <p>(j) Conflict of interest, confidentiality and disclosures of interest, outlining the procedures for declaring, managing and disclosing conflicts of interest.</p> <p>(k) Corporate policies, includes the Whistleblowing Policy, Anti-Bribery and Anti-Corruption Policy & Procedures ("ABC Policy") and Code of Conduct & Ethics ("Code").</p> <p>(l) Dealings in securities, ensuring compliance with disclosure requirements in accordance with the Listing Requirements.</p> <p>The Board reserves its consideration and approval for the following matters, among others:</p> <p>(a) Strategy and performance – strategic planning, sustainability initiatives, budget and performance reviews, quarterly financial results and audited financial statements.</p> <p>(b) Capital and financial management – capital expenditures, material borrowings, treasury policies, dividend policy and declaration of dividends.</p> <p>(c) Corporate and operational matters – key human resources issues, material acquisitions and disposals, and new business ventures.</p> <p>(d) Governance, compliance and risk oversight – appointment and audit fees of external auditors, related party transactions (including recurrent related party transactions) and conflict of interest matters.</p> <p>The Board Charter will be reviewed by the Board periodically and as needed to ensure it alignment with the Board’s objectives, the latest applicable laws and practices, the Listing Requirements and the Malaysian Code on Corporate Governance ("MCCG").</p> <p>The Board Charter is available on the Company’s website at www.teamstarberhad.com.</p>
<p>Explanation for departure</p>	<p>:</p>

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 3.1

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 to create an ethical corporate culture and values within the Group by implementing appropriate internal systems to support, promote and ensure ethical compliance.</p> <p>To uphold fairness, impartiality and strict adherence to legal and regulatory requirements in the Group's business operations, the Board has on 20 February 2026 established the Code, outlining the fundamental principles and standards that employees, Directors and business associates engaging in transactions with the Group as well as third-party intermediaries are expected to follow while fulfilling their responsibilities.</p> <p>Furthermore, the Code describes specific measures for key areas of conduct, including anti-money laundering, bribery and corruption, the offering or acceptance of gifts, cybersecurity and protection of personal and company devices, confidentiality of Group information, and insider trading. Each area specifies the measures and expected actions for handling such circumstance. All employees, Directors and business associates as well as third-party intermediaries are required to read, understand and acknowledge the Code, committing to upholding the Company's objectives.</p> <p>The Board is also committed to upholding zero-tolerance stance on bribery and corruption in the Group's business. Accordingly, the Company has on 20 February 2026 established an ABC Policy in accordance with the Malaysian Anti-Corruption Commission Act 2009. This ABC Policy provides principles and guidelines for addressing incidents and issues related to bribery and corruption, as well as the consequences of any violations.</p> <p>The Board, through the ARMC, shall oversee and ensure accountability for identified corruption risks and the corresponding controls to be implemented. Risk assessments will also be conducted annually and reviewed by the KSM team.</p>

	Both the Code and ABC Policy will be reviewed periodically and as needed. These documents are available on the Company's website at www.teamstarberhad.com .	
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 3.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board has on 20 February 2026 adopted a Whistleblowing Policy to support the Code and the ABC Policy by providing an avenue for employees of the Group and members of the public to raise genuine concerns about any wrongdoing or potential misconduct involving the Group. The Board believes that implementing a Whistleblowing Policy strengthens and supports good management while demonstrating accountability, effective risk management and sound corporate governance practices.</p> <p>The Whistleblowing Policy provides guidance on improper conducts, actions or behaviours that violate corporate policies, enabling whistleblower to exercise their judgement. The identity of whistleblower is kept confidential and protection is granted against any form of reprisal or retribution, provided that reports are made in good faith. However, if a whistleblower’s report found to be false, dishonest, mischievous or malicious, the Company reserves the right to revoke such protection and take appropriate disciplinary action.</p> <p>If any employee or stakeholder reasonably and in good faith believes that malpractice exists within the Group, they are encouraged to report it immediately through the secure channels outlined in the Whistleblowing Policy, as follows:</p> <ul style="list-style-type: none">• Anonymous Reporting Hotline: 012-478 8613• Email: teamstarberhad@teamstar.com.my• Direct Report to Management: Employees may also report concerns directly to their immediate supervisor, the Human Resources department and/or the ARMC.• Suggestion Box: Employees may anonymously submit complaints by writing them and placing them in the suggestion box. <p>The Whistleblowing Policy will be reviewed periodically and as needed. This policy is available on the Company’s website at www.teamstarberhad.com.</p>

	During the FYE 2025, the Board is pleased to report that the Group has not received any whistleblower reports concerning breaches of the Company's policies or applicable laws.	
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, together with Management, is responsible for the governance of sustainability, ensuring that sustainability strategies, priorities and targets are effectively integrated into business operations. The Board ensures that sustainability considerations, including EESG factors, are embedded in the Group's corporate strategy, governance and decision-making processes.</p> <p>To reinforce this commitment, the Company has established a sustainability governance structure that defines clear roles and responsibilities at different levels:</p> <ul style="list-style-type: none">• The Board holds ultimate responsibility for overseeing sustainability management and performance, ensuring that sustainability initiatives align with business objectives and that adequate resources are allocated for their effective implementation.• The ARMC supports the Board by ensuring that key sustainability decisions align with the Group's overall business strategies and objectives. It also monitors the progress of sustainability management and performance and reports to the Board periodically.• The KSM, with the support of the various Heads of Departments ("HODs") of the Company, is responsible for developing sustainability strategies, assessing material sustainability matters, integrating sustainability initiatives into daily operations, and tracking key performance indicators to achieve sustainability objectives. The KSM is also responsible for reporting material sustainability matters and progress to the ARMC periodically.

	<ul style="list-style-type: none"> • The HODs, comprising the Human Resources, Sales & Marketing, Production, Warehousing & Logistics, Finance, and Operations departments, support the Group’s sustainability management and performance by implementing sustainability initiatives across the organisation. They are also responsible for collecting and tracking sustainability-related data to ensure accurate reporting and informed decision-making. 	
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 4.2

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 Board is committed to integrating best sustainability practices across the Group's business, focusing on EESG aspects. The Company's sustainability initiatives, targets and performance are communicated through the Sustainability Statement in the Annual Report, which serve as key channels for engaging with stakeholders. These disclosures are made available on the websites of the Company and Bursa Securities, ensuring accessibility to shareholders and the broader stakeholder community. Additionally, updates on sustainability initiatives and performance are shared with employees through internal communication channels.</p> <p>The Board recognises that stakeholder engagement in materiality assessment goes beyond informing stakeholders about what matters to the Company but it actively involves them in the process. This engagement helps the Company to identify, assess and prioritise sustainability strategies and targets based on stakeholders' expectations. During the FYE 2025, the Company has identified six (6) primary stakeholder groups and engaged them through various approaches to understand their concerns. These interactions provide valuable insights, enabling the Board to better understand stakeholders' needs and expectations, thereby facilitating a more informed strategic planning process.</p> <p>Further details on stakeholders' engagement, materiality assessment and sustainability strategies, targets and its performance are presented in the Sustainability Statement of the Company's Annual Report 2025.</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 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 Board recognises the importance of maintaining an up-to-date understanding of sustainability issues relevant to the Group, including climate-related risks and opportunities, to effectively discharge its oversight responsibilities over EESG matters. In this regard, the Board remains cognisant of the sustainability agendas relevant to the Group and its operations, supported by Management’s updates, which serve to enhance Directors’ understanding of key sustainability issues and evolving best practices.</p> <p>To this end, the Board encourages Directors to participate in relevant training programmes and continuous professional development initiatives, particularly in sustainability, climate-related matters and evolving regulatory requirements. The Board, with the support of the NRC, reviews and identifies sustainability-related training programmes to strengthen Directors’ knowledge in these areas.</p> <p>In addition, the KSM is responsible for monitoring sustainability matters and supporting the Board through the ARMC by providing updates on material sustainability issues, emerging trends and regulatory developments, as well as offering relevant insights to enhance the Board’s understanding of sustainability-related risks 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 4.4

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>The performance evaluation framework adopted by the Board includes an assessment of the effectiveness of the Board and senior management in identifying, managing and monitoring EESG matters, including the Group’s material sustainability risks and opportunities. With the support of the NRC, this assessment will be carried out based on, among others, the following key evaluation criteria:</p> <ul style="list-style-type: none"> • oversight of sustainability strategies and initiatives; • integration of sustainability considerations into business operations and decision-making; • implementation and monitoring of sustainability-related policies and initiatives; and • contribution towards long-term value creation and responsible business practices. <p>To support continuous improvement in sustainability governance, the KSM is responsible for monitoring sustainability-related initiatives and supporting the implementation of improvement measures, while the NRC will continue to identify and recommend relevant EESG-related training programmes for Directors.</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	:	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 5.1

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>The NRC is also responsible for annually reviewing the overall structure, size and composition of the Board and its Board Committees. This includes assessing the tenure of each Director, the required mix of skills, experience, diversity, core competencies and independence as guided by the Directors' Fit and Proper Policy and Gender Diversity Policy. The NRC ensures that the Board maintains an appropriate balance to function effectively, aligning with the Company's needs to support business growth while safeguarding the interests of shareholders and other stakeholders.</p> <p>In accordance with Clauses 76(2) and (5) of the Company's Constitution, all the Directors shall retire from office at the First AGM of the Company at the conclusion of the AGM and shall be eligible for re-election at the AGM.</p> <p>The re-election of a Director is contingent on satisfactory evaluation of the Director's performance and contribution to the Board.</p> <p>The Board had through the NRC carried out the assessment on the following Directors ("Retiring Directors") and are satisfied that they have met the criteria as prescribed by Rule 2.20A of the Listing Requirements and Directors' Fit and Proper Policy on character, experience, integrity, competence and time to effectively discharge their role as Directors:</p> <ul style="list-style-type: none">(i) Mr Tan Lee Kueng;(ii) Mr Ng Choon Tiong;(iii) Ms Wong Wen Miin;(iv) Mr Ling Thik Ping;(v) Ms Tan Poh Chan; and(vi) Ms Wong Ley Chan. <p>All the Retiring Directors have expressed their intention to seek for re-election at the forthcoming First AGM.</p> <p>Based on the recommendation of the NRC, the Board (save for the Retiring Directors who have abstained from deliberation on discussions relating to their own re-election) believes that the contribution,</p>

	<p>commitment, and performance of the Retiring Directors continue to be invaluable and relevant to the long-term sustainable goals and success of the Company and recommended their re-election as Directors.</p> <p>As the Company was debuted on the ACE Market of Bursa Securities on 25 February 2026, none of the Independent Non-Executive Directors have served the Board for a cumulative period of nine (9) years as of 31 December 2025.</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 5.2

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	:	The Board composition as of 31 December 2025 is as follows:		
		Designation	No. of Directors	Percentage (%)
		Executive Director	2	33.3
		Independent Non-Executive Director (“INED”)	4	66.7
		Total	6	100.0
		<p>The Board composition complies with Rule 15.02(1) of the Listing Requirements, which requires at least two (2) Directors or one-third (1/3) of the Board, whichever is the higher, are Independent Directors and one (1) Director is a woman. This composition promotes objective and independent deliberation, review and decision-making at the Board level.</p> <p>All the INEDs of the Company met the relevant criteria for independence as defined under Rule 1.01 and Guidance Note 9 of the Listing Requirements.</p> <p>The presence of the INEDs ensures effective checks and balances in the Board’s functions. They play a crucial role in safeguarding minority shareholders’ interests by providing independent views and constructive challenge to Management.</p> <p>The NRC will undertake an annual assessment of the independence of INEDs based on the criteria outlined in the Listing Requirements, which includes evaluating, among others, the Directors’ ability to exercise independent judgement, the absence of relationships or circumstances that may give rise to conflicts of interest, as well as their objectivity and integrity.</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 5.3

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	:	<p>As of 31 December 2025, the Board consists of six (6) members, including four (4) INEDs. The tenure of the INEDs is as follows:</p> <table border="1"><thead><tr><th>Years of Service</th><th>No. of INED</th></tr></thead><tbody><tr><td>Less than 3 years</td><td>4</td></tr><tr><td>3 years to 6 years</td><td>-</td></tr><tr><td>6 years to 9 years</td><td>-</td></tr></tbody></table> <p>In accordance with the Company's Board Charter and the NRC's Terms of Reference, the tenure of an INED shall not exceed a cumulative term of nine (9) years. Currently, none of the INEDs has exceeded this tenure limit.</p> <p>Upon reaching the nine (9) year limit, an INED may continue to serve on the Board only if re-designated as a Non-Independent Director, subject to the Board's approval. Alternatively, if the Board intends to retain the Director as an INED, it must provide justifiable rationale and seek shareholders' approval through a two-tier voting process, in line with the best practices of the MCCG.</p> <p>Before such a decision is made, the NRC is responsible for assessing and recommending to the Board whether the INED should continue beyond the tenure limit.</p>	Years of Service	No. of INED	Less than 3 years	4	3 years to 6 years	-	6 years to 9 years	-
Years of Service	No. of INED									
Less than 3 years	4									
3 years to 6 years	-									
6 years to 9 years	-									
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

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 Company embraces diversity not only at the Board level but also across its operations, recognising it as a fundamental aspect of good governance that contributes to an effective organisation and the Group's sustainable growth. In line with this commitment, the Group ensures that recruitment and selection practices at all levels are structured to consider a diverse pool of candidates, fostering gender diversity and broader inclusion throughout the organisation.</p> <p>As outlined in the NRC's Terms of Reference, the NRC is responsible for evaluating and recommending potential candidates to the Board in the event of vacancies. In carrying out this responsibility, the NRC adheres to the Directors' Fit and Proper Policy and Gender Diversity Policy concerning the appointment and re-appointment of Directors.</p> <p>The Directors' Fit and Proper Policy outline key criteria, including:</p> <ul style="list-style-type: none">• Character and integrity including probity, personal integrity, financial integrity and reputation;• Experience and competence including qualifications, trainings, skills, relevant experience and expertise as well as past performance or track record; and• Time and commitment including ability to discharge role having regard to other commitments as well as participation and contribution in the Board. <p>Both Directors' Fit and Proper Policy and Gender Diversity Policy are available on the Company's website at www.teamstarberhad.com.</p> <p>None of the Board members is a person linked directly with the executive powers such as heads of state, heads of government and ministers, and none of the Board members is an active politician.</p> <p>The Board, through the NRC, is satisfied that the composition of the Board and its Board Committees is appropriately structured, with members possessing diverse backgrounds and experiences across</p>

	various fields. Collectively, the Directors contribute a broad range of skills, experience and knowledge in managing the Group's businesses effectively.	
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 5.6

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>The NRC was established on 19 May 2025, will all INEDs appointed on the same date. As such, the NRC had not gone through the procedures on identifying and the selection of candidates for appointment of Directors since its establishment.</p> <p>The appointment of INEDs in May 2025 were recommended by the Company's Sponsor, TA Securities Holdings Berhad. The solicitors in relation to the Company's Initial Public Offering exercise had conducted an in-depth assessment and due diligence such as interview session, solvency and company searches prior to their appointment as INEDs of the Company.</p> <p>The policies and procedures for Board appointments are guided by the Company's Board Charter and the NRC's Terms of Reference.</p> <p>The NRC is responsible for overseeing the screening and recruitment process for new Directors. As part of a formal and transparent selection process, the NRC will evaluate the suitability and qualifications of potential candidates before making recommendations to the Board for appointment.</p> <p>In carrying out this responsibility, the NRC will assess candidates based on their individual merits, taking into account a diverse mix of skills, functional expertise, industry knowledge, leadership experience, integrity, character and any other relevant attributes that could enhance and complement the Board's composition. This assessment is conducted with reference to the Directors' Fit and Proper Policy and the Gender Diversity Policy to ensure alignment with the Company's governance framework and strategic objectives.</p> <p>To identify potential candidates for Board vacancies, the Board will leverage independent sources in addition to referrals from existing Directors, Management and/or major shareholders. These sources include:</p>

	(a) Directors' registries and professional networks; (b) Industry associations; (c) Open advertisements; and (d) Independent search firms.
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>For Directors who are due for retirement and subject to re-election at the Company's First AGM pursuant to the Company's Constitution, the NRC undertakes a thorough fit and proper assessment before making its recommendation to the Board. This evaluation reviews each Director's performance, contribution and independence (where applicable) in accordance with the key principles of the Directors' Fit and Proper Policy, ensuring continued alignment with the Company's strategic objectives.</p> <p>In accordance with good governance practices, all Directors standing for re-election had abstained from deliberation and voting during the Board meeting concerning their respective re-election. Upon deliberation and based on the NRC's recommendation, the Board has resolved to propose the re-election of the Retiring Directors for shareholders' approval at the forthcoming First AGM.</p> <p>A support statement from the Board in relation to the re-election of the Retiring Directors is provided in the Notice of the First AGM for shareholders' perusal and consideration. Additionally, the profiles of the Directors standing for re-election are included in the Company's Annual Report 2025 to facilitate informed decision-making by shareholders.</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

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>The NRC is chaired by Ms Wong Wen Miin, an INED of the Company.</p> <p>In accordance with the NRC's Terms of Reference, the NRC shall consist of at least three (3) members, all of whom must be Non-Executive Directors, with the majority being independent.</p> <p>As of 31 December 2025, the NRC comprises exclusively INEDs as shown below:</p> <table border="1" data-bbox="560 913 1407 1104"> <thead> <tr> <th>Designation</th> <th>Director</th> <th colspan="2">Directorship</th> </tr> </thead> <tbody> <tr> <td>Chairman</td> <td>Wong Wen Miin</td> <td colspan="2">INED</td> </tr> <tr> <td>Member</td> <td>Tan Poh Chan</td> <td colspan="2">INED</td> </tr> <tr> <td>Member</td> <td>Wong Ley Chan</td> <td colspan="2">INED</td> </tr> </tbody> </table>			Designation	Director	Directorship		Chairman	Wong Wen Miin	INED		Member	Tan Poh Chan	INED		Member	Wong Ley Chan	INED	
Designation	Director	Directorship																		
Chairman	Wong Wen Miin	INED																		
Member	Tan Poh Chan	INED																		
Member	Wong Ley Chan	INED																		
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	:	<p>The Board is committed to promoting gender diversity as guided by its Gender Diversity Policy. In selecting Board members, the Board ensures equal opportunities for all qualified candidates, considering factors such as experience, knowledge, competencies, and attributes relevant to the Group's business portfolios and future investments.</p> <p>As of 31 December 2025, the Board has three (3) women Directors, representing 50% of its total members. This diversity enhances Board deliberations by incorporating varied perspectives and insights from women Directors.</p> <p>The Board remains committed to maintaining at least 30% women participation, as outlined in its Gender Diversity Policy. When Board vacancies arise, the Board will take necessary measures to ensure women candidates are actively sought in its recruitment process to uphold this commitment.</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 5.10

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 adopted a Gender Diversity Policy to promote greater participation of women at both the Board and senior management levels, with a target of achieving at least 30% female representation on the Board.</p> <p>As of 31 December 2025, the Board has successfully achieved 50% women representation. At the senior management level, the Company is continuing to enhance gender diversity. The NRC will integrate diversity considerations into human capital planning, succession planning and leadership development, with a focus on identifying, developing and promoting qualified women candidates for senior management roles as opportunities arise, in line with the Company's growth and business needs.</p> <p>Nonetheless, gender is not a determining factor for Board or senior management appointments. Instead, selections are based on objective criteria and merit, ensuring that the most qualified candidates are appointed regardless of gender.</p> <p>The gender representation of the Board and KSM is disclosed in the respective profiles of the Directors and KSM in the Annual Report 2025.</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.

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
Application	: Applied
Explanation on application of the practice	: <p>The NRC will evaluate the effectiveness and performance of the Board as a whole, the Board Committees and the individual Director on an annual basis.</p> <p>The process will be facilitated by the Company Secretaries and conducted through a rating assessment by way of the following questionnaires or declarations covering a variety of assessment criteria:</p> <ul style="list-style-type: none">(a) ARMC evaluation form;(b) ARMC members' self and peer evaluation form;(c) Performance evaluation for Board and Board Committees;(d) Directors' self and peer evaluation form;(e) Independent Directors' self-assessment checklist; and(f) Directors' declaration of fit and proper assessment form. <p>The criteria on which assessment is made is developed, maintained and reviewed by the NRC taking into consideration of the Corporate Governance Guide issued by Bursa Securities. The assessment criteria include the mix of skills, experience, competency, time commitment, character, integrity, independence, ability to constructively challenge and contribute to the development of strategy, diversity and other qualities required to meet the needs of the Group and to comply with the provisions of the Listing Requirements.</p> <p>Environmental, social and governance ("ESG") related questionnaires had been embedded into performance evaluation for Board and Board Committees in measuring and monitoring the Board's role in ESG oversight.</p> <p>The NRC has conducted a fit and proper assessment in line with the Directors' Fit and Proper Policy, including the submission of Directors' Declaration of Fit and Proper by the Retiring Directors to the NRC for</p>

	<p>evaluation. The results of the assessment form the basis of the NRC's recommendation to the Board for the re-election of Retiring Directors at the forthcoming AGM.</p> <p>As the Company was newly listed on the ACE Market of Bursa Securities, the Board acknowledges the importance of continuous improvement and will progressively enhance and formalise its assessment processes to further strengthen the evaluation of the Board, Board Committees and individual Directors, in line with best corporate governance practices.</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

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>The Board has established a comprehensive Remuneration Policy for the Directors and senior management of the Company to determine their remuneration, ensuring it is commensurate with the responsibilities of their positions, merits, qualifications and competencies, and with regard to the Company's operating results and prospects, individual performance, comparable market statistics and overall Company's performance in managing material sustainability risks and opportunities. This policy considers the skills, experience and responsibilities required for each role while maintaining fairness and competitiveness in the market.</p> <p>The remuneration framework distinguishes between the different roles of Non-Executive Directors, Executive Directors and senior management, ensuring that remuneration appropriately reflects their respective contributions and responsibilities. The framework incorporates both fixed and performance-linked components, with the latter tied to key performance indicators (KPIs) to drive sustainable business growth and long-term shareholder value.</p> <p>The remuneration for Non-Executive Directors takes into account fee levels and trends for similar positions in the market and the time commitment required from the Non-Executive Directors as well as any additional responsibilities undertaken such as a Director acting as Chairman of the Board, Chairman of a Board Committee or as the Senior Independent Director.</p> <p>To uphold strong governance and transparency, the NRC ensures that all remuneration decisions undergo a formal review process with independent oversight. The Directors shall abstain from deliberations and voting at the Board on matters relating to their own remuneration.</p>

	<p>The proposed Directors' fees and benefits are subject to shareholders' approval at the Company's AGM.</p> <p>The Company's Remuneration Policy will be reviewed periodically and as needed. The policy is available on the Company's website at www.teamstarberhad.com.</p>	
<p>Explanation for departure</p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure</p>		
<p>Timeframe</p>		

Intended Outcome

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

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

Practice 7.2

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

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

Application	:	Applied												
Explanation on application of the practice	:	<p>In accordance with the NRC's Terms of Reference, the NRC shall consist of at least three (3) members, all of whom must be Non-Executive Directors, with the majority being independent.</p> <p>As of 31 December 2025, the NRC comprises exclusively INED as shown below:</p> <table border="1"><thead><tr><th>Designation</th><th>Director</th><th>Directorship</th></tr></thead><tbody><tr><td>Chairman</td><td>Wong Wen Miin</td><td>INED</td></tr><tr><td>Member</td><td>Tan Poh Chan</td><td>INED</td></tr><tr><td>Member</td><td>Wong Ley Chan</td><td>INED</td></tr></tbody></table> <p>The NRC is responsible for recommending the remuneration framework and packages for the Board and KSM, in accordance with the principles set out in the Company's Remuneration Policy.</p> <p>For the FYE 2025, upon the recommendation of the NRC, the Board is satisfied that the remuneration framework and packages for the Board, Board Committees and KSM are fair, competitive and aligned with the Company's strategic objectives. Accordingly, the Board has resolved to present the proposed Directors' fees and meeting attendance allowance to shareholders for approval at the forthcoming First AGM of the Company.</p> <p>The Company will table separate resolutions on the approval of INEDs' fees at the First AGM of the Company.</p> <p>Further, Directors who are shareholders and controlling shareholders with a nominee or connected Director on the Board will abstain from voting on the resolution to approve their Directors' fees at the First AGM of the Company.</p>	Designation	Director	Directorship	Chairman	Wong Wen Miin	INED	Member	Tan Poh Chan	INED	Member	Wong Ley Chan	INED
Designation	Director	Directorship												
Chairman	Wong Wen Miin	INED												
Member	Tan Poh Chan	INED												
Member	Wong Ley Chan	INED												

	The duties and responsibilities of the NRC are clearly stated in its Terms of Reference, which is available on the Company's website at www.teamstarberhad.com .	
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	:	<p>The details of the Directors' remuneration for the FYE 2025 comprising remuneration received and/or receivable on both Company and Group basis are set out in the table below.</p> <p>For the purposes of this Corporate Governance Report, other emoluments comprise the employer's contribution to the Employees Provident Fund ("EPF") and other employment-related emoluments, where applicable.</p>

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Tan Lee Kueng	Executive Director	40.0	-	-	-	-	-	40.0	340.0	-	375.8	40.6	-	44.8	801.2
2	Ng Choon Tiong	Executive Director	40.0	-	-	-	-	-	40.0	280.0	-	456.0	85.0	24.0	56.2	901.2
3	Ling Thik Ping	Independent Director	41.3	1.0	-	-	-	-	42.3	41.3	1.0	-	-	-	-	42.3
4	Tan Poh Chan	Independent Director	37.5	1.0	-	-	-	-	38.5	37.5	1.0	-	-	-	-	38.5
5	Wong Ley Chan	Independent Director	37.5	1.0	-	-	-	-	38.5	37.5	1.0	-	-	-	-	38.5
6	Wong Wen Miin	Independent Director	37.5	1.0	-	-	-	-	38.5	37.5	1.0	-	-	-	-	38.5

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 Company acknowledged the need for transparency in the disclosure of its senior management's remuneration. However, the Company believes that disclosing the remuneration of the three (3) non-director senior management members on a named basis may not serve the best interests of the Company, as it could lead to challenges in talent retention, particularly in a highly competitive industry where intense headhunting for candidates with the requisite expertise, knowledge and relevant professional experience is the norm.</p> <p>The Board ensures that the remuneration of top five (5) senior management aligns with their experience, contributions and commitment to fulfilling their responsibilities. This alignment considers the Company's performance and aims to maintain competitive remuneration packages that attract, retain and motivate key talent.</p> <p>Save for Mr Tan Lee Kueng and Mr Ng Choon Tiong, whose remuneration details are disclosed in Practice 8.1, the Board has opted to disclose the aggregate remuneration and benefits of the remaining top three (3) senior management members for the FYE 2025 on an unnamed basis, categorised in bands of RM100,000, as follows:</p> <table border="1"> <thead> <tr> <th>Range of Remuneration*</th> <th>Number of Senior Management</th> </tr> </thead> <tbody> <tr> <td>RM50,001 to RM150,000</td> <td>3</td> </tr> </tbody> </table> <p><i>Note:</i> *The remuneration includes salary, bonuses and other emoluments comprising the employer's contribution to the EPF.</p>	Range of Remuneration*	Number of Senior Management	RM50,001 to RM150,000	3
Range of Remuneration*	Number of Senior Management					
RM50,001 to RM150,000	3					
<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	:		
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No	Name	Position	Company					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
2	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
3	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
4	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
5	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
6	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.

Intended Outcome

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

Practice 8.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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 ARMC is chaired by Ms Tan Poh Chan, an INED of the Company, who is not the Chairman of the Board.</p> <p>As of 31 December 2025, the ARMC comprises three (3) members, all of whom are INEDs.</p> <p>The Company's Board Charter and the Terms of Reference of the ARMC set out the separation between the roles of the Chairman of the Board and the ARMC.</p> <p>The key duties and responsibilities of the ARMC Chairman are outlined in the ARMC's Terms of Reference, which is available on the Company's website at www.teamstarberhad.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 9.2

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 Terms of Reference of the ARMC requires that any former partner of the Group's external audit firm and/or its affiliate firm (including those providing advisory services, tax consulting etc.) observe a cooling-off period of at least three (3) years before being eligible for appointment as a member of the ARMC. This policy is designed to safeguard the independence and objectivity of the Company's external auditors and support the ARMC in fulfilling its oversight responsibilities.</p> <p>The ARMC's Terms of Reference is available at the Company's website at www.teamstarberhad.com.</p> <p>Currently, none of the ARMC members are former partners of the Group's external audit firm and/or its affiliate firm, and the Board does not anticipate any such appointments in the foreseeable future.</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 ARMC, guided by its Terms of Reference and External Auditor Policy, is responsible for evaluating the suitability, objectivity and independence of the external auditors on an annual basis. In this regard, the ARMC considers the following key criteria, among others:</p> <ul style="list-style-type: none">(i) the independence of the external audit firm is maintained throughout the audit engagement;(ii) the adequacy, suitability, competency, experience and overall quality of the external auditors;(iii) the external auditors' capacity and resources, along with their ability to meet deadlines and effectively address audit issues, as outlined in the audit planning memorandum; and(iv) the nature, scope and fees of non-audit services provided by the external auditors do not impair their independence and objectivity. <p>The annual assessment is conducted by way of written form, covering the competence, audit quality, resource capacity and timeliness in performing the audit.</p> <p>The Board, through the ARMC, reviews and evaluates the performance of the external auditors, Messrs Baker Tilly Monteiro Heng PLT ("Baker Tilly") in respect of both audit and non-audit services rendered to the Group. Based on the assessment, the ARMC is satisfied with Baker Tilly's competence, quality, overall performance, suitability, objectivity, independence and adequacy of resources allocated for the FYE 2025.</p> <p>As part of the evaluation process, the ARMC also held private session with Baker Tilly, in the absence of Management, to facilitate open and independent discussions on audit-related matters.</p> <p>The ARMC had obtained assurance from Baker Tilly, confirming that they are and have been, independent throughout the conduct of the audit engagement with the Company in accordance with terms of relevant professional and regulatory requirements.</p>

	Upon consideration of the ARMC’s recommendation, the Board has resolved to propose the re-appointment of Baker Tilly as the external auditors of the Company for shareholders’ approval at the forthcoming First 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	:	

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	:	<p>The ARMC comprises three (3) members, all of whom are INEDs.</p> <p>As of 31 December 2025, the composition of the ARMC is as follows:</p> <table border="1"><thead><tr><th>Designation</th><th>Director</th><th>Directorship</th></tr></thead><tbody><tr><td>Chairman</td><td>Tan Poh Chan</td><td>INED</td></tr><tr><td>Member</td><td>Wong Ley Chan</td><td>INED</td></tr><tr><td>Member</td><td>Wong Wen Miin</td><td>INED</td></tr></tbody></table>	Designation	Director	Directorship	Chairman	Tan Poh Chan	INED	Member	Wong Ley Chan	INED	Member	Wong Wen Miin	INED
Designation	Director	Directorship												
Chairman	Tan Poh Chan	INED												
Member	Wong Ley Chan	INED												
Member	Wong Wen Miin	INED												

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>All ARMC members are financially literate and collectively possess a broad range of skills and experience across various industries, enabling them to effectively discharge their duties including oversight of the financial reporting process. The profiles of ARMC members are set out in the Annual Report 2025.</p> <p>The ARMC comprises qualified accountants, namely the ARMC Chairman, Ms Tan Poh Chan, who is a Chartered Accountant of the Malaysian Institute of Accountants ("MIA"), and the ARMC member, Ms Wong Ley Chan, who is a member of the Malaysian Institute of Certified Public Accountants and the MIA. Their expertise in accounting and audit matters ensures compliance with the financial expertise requirements under the Listing Requirements and strengthens the Company's financial oversight, risk management and governance practices.</p> <p>All ARMC members actively participated in continuous professional development programmes and received briefings from Management and the external auditors to stay updated on relevant developments in accounting and auditing standards, regulatory requirements and industry best practices. The training programmes attended by the ARMC members during the FYE 2025 are disclosed in the Corporate Governance Overview Statement in the Annual Report 2025.</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 is committed to establishing and maintaining a robust, effective and efficient system of risk management and internal control to safeguard shareholders' investments, the Group's assets and stakeholders' interests. To this end, the Board has implemented an Enterprise Risk Management ("ERM") framework, which provides a structured approach in identifying, assessing, responding to, monitoring and reporting risks in alignment with the Group's strategic objectives. While not all risks can be eliminated, the ERM framework ensures that risks are managed proactively to support informed decision-making and enhance business resilience.</p> <p>To fulfil its oversight responsibilities, the ARMC is entrusted by the Board with reviewing the adequacy and effectiveness of the Group's risk management and internal control system. The ARMC is responsible for:</p> <ul style="list-style-type: none"> (a) reviewing and assessing the Group's level of risk appetite and risk tolerance; (b) reviewing the risk management framework, policies and process, including identifying, managing, monitoring and mitigating the significant risks of the Group, as well as evaluate the overall adequacy and effectiveness of the system of internal control and recommend for approval by the Board; (c) reviewing significant risks (including operational, financial, regulatory compliance, sustainability reporting, reputational and corruption risks) identified by senior management and assessing the mitigating actions put in place to manage these risks; (d) reviewing the adequacy of resources for managing the risk management and internal control framework; (e) deliberating on risk mitigation strategies and ensuring that appropriate control measures are in place; and (f) assessing the overall risk landscape and recommending improvements to the Board where necessary. <p>KSM and the risk management working group play a key role in reporting key risks and mitigation measures to the ARMC regularly, ensuring continuous monitoring and proactive management. At the operational level, all employees are required to comply with the</p>

	<p>Group's ERM framework and to report any emerging risks to their respective departmental heads for further escalation, where necessary.</p> <p>The ARMC also oversees the implementation and effectiveness of internal controls by reviewing audit findings and monitoring Management's corrective actions, as conducted by the internal audit function. Additionally, the ARMC is responsible for overseeing the appointment and evaluating the performance of the outsourced internal auditors.</p> <p>By embedding risk management and internal control practices across all levels of the organisation, the Group fosters a risk-aware culture that supports effective decision-making and long-term business sustainability.</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

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 has implemented a structured risk management and internal control framework to support the Group's strategic objectives by identifying, assessing, mitigating, monitoring and reporting risks. The implemented ERM framework provides a systematic approach in managing risks within an acceptable tolerance level while ensuring compliance with internal policies and regulatory requirements.</p> <p>To ensure the adequacy and effectiveness of this framework, the ARMC undertakes the following measures and responsibilities on a regular basis:</p> <ul style="list-style-type: none">(a) Risk identification and assessment: KSM conducts periodic risk assessments under the ERM framework, categorising risks by likelihood and impact. Key risks and mitigation plans are reported to the ARMC for review.(b) Risk monitoring and reporting: Reviews the Risk Report at least once a year, assessing significant risks, mitigation effectiveness and emerging risks.(c) Internal control reviews: Evaluates internal controls in respect of compliance, financial integrity and operational efficiency. Ensures corporate policies and standard operating procedures align with the latest regulatory requirements. Any weaknesses identified through internal or external audits are addressed through appropriate corrective actions.(d) Independent assurance: Oversees internal audit function, including reviewing audit findings and Management's responses to drive continuous improvements. <p>A comprehensive overview of the Group's risk management and internal control framework is set out in the Statement on Risk Management and Internal Control in the Annual Report 2025.</p>

Explanation for departure	:	Based on the above and the assurance provided by the Group CEO, Chief Operating Officer and Chief Financial Officer, the Board is satisfied that the Group's risk management and internal control framework is adequate and effective in managing its risks and safeguarding its assets.	
<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 10.3 - 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 :	Not Adopted
Explanation on adoption of the practice :	

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>In preparation for the listing, the Company engaged Resolved IR Sdn. Bhd. as the outsourced Internal Control and Risk Management Consultant to review the adequacy and sufficiency of the Group's internal controls and risk management practices during the FYE 2025.</p> <p>To further support the ARMC and the Board in the discharge of their oversight responsibilities, the Board intends to engage an independent professional firm to undertake the Group's internal audit function on an outsourced basis. In accordance with its Terms of Reference, the ARMC's key responsibilities in relation to the internal audit function include, among others:</p> <ul style="list-style-type: none">(i) reviewing its adequacy of the scope, competency, resources and budget allocation of the internal audit function as well as the necessary authority to carry out its work;(ii) approving the internal audit plan and reviewing audit findings, including the results of assessments, investigations and Management's response to ensure that appropriate corrective actions are implemented;(iii) monitoring the status of follow-up actions on audit recommendations to ensure timely implementation; and(iv) reviewing and assessing the adequacy and effectiveness of the systems of internal control, anti-corruption, whistleblowing, governance process, accounting control procedures and appropriate systems in place to manage and mitigate risks. <p>To preserve independence and objectivity, the internal auditors report directly to the ARMC and provide independent assurance on the adequacy and effectiveness of the Group's internal control and risk management system. The primary functions of the internal auditors include conducting internal audit reviews based on the approved audit plan, reporting findings with root-cause analysis and risk implications, recommending improvements, and performing follow-up reviews on the implementation of Management's corrective actions. The internal auditors are also required to perform periodic testing of the Group's internal control systems to ensure that they are effective and robust.</p>

	<p>The ARMC further ensures that the internal auditors are provided with sufficient access to information, as well as the necessary resources and support to carry out their duties effectively. This supports the continuous enhancement of the Group’s governance, risk management and internal control processes in line with industry best practices.</p>	
<p>Explanation for departure</p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure</p>		
<p>Timeframe</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 11.2

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	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>During the FYE 2025, the Company had yet to establish a formal internal audit function as it was in the listing preparation stage. Accordingly, no internal audit activities were carried out during the financial year under review, save for an internal control review undertaken as part of the Company’s governance enhancement and listing readiness exercise.</p> <p>In view of the above, the disclosures relating to the independence of internal audit personnel, the number of resources within the internal audit function, the name and qualification of the person responsible for internal audit, and the recognised framework adopted are not applicable for the FYE 2025.</p> <p>Notwithstanding this, the Board recognises the importance of an effective and independent internal audit function as a key component of the Group’s governance, risk management and internal control framework. In this regard, the Board intends to appoint an independent professional firm to undertake the Group’s internal audit function on an outsourced basis, in line with the recommendations of the MCCG and the Company’s governance framework, to support the Group’s post-listing governance and oversight processes.</p>
<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 recognises the importance of timely, transparent and effective communication with shareholders and stakeholders to foster mutual trust and understanding. Guided by the Company's Corporate Disclosure Policy and committed to ensuring prompt, accurate and fair disclosure of the Group's business operations and developments, the Company engages through the following channels:</p> <p>(i) Website The Group's website, www.teamstarberhad.com, features a dedicated Investor Relations section that is regularly updated with the latest news and developments to enhance communication with stakeholders.</p> <p>For any enquiries or feedback, stakeholders may contact the Company via email at enquiries@bcta.com.my.</p> <p>The Board has established dedicated sections on the Company's corporate website which channel the updates of the Company's announcements, corporate governance matters as well as other corporate information for the stakeholders to make informed decisions with regards to the business of the Group.</p> <p>(ii) Company's Announcements made to Bursa Securities All announcements submitted to Bursa Securities can be accessed on both the Company's website at www.teamstarberhad.com and the Bursa Securities' website at www.bursamalaysia.com.</p> <p>(iii) Annual Report The Annual Report serves as a key communication tool, providing a comprehensive overview of the Group's business operations, financial performance, corporate governance, sustainability initiatives, risk management and internal control systems.</p>

	<p>(iv) <u>General Meetings</u> General meetings serve as a primary forum for shareholder engagement, enabling direct interaction with the Board. Shareholders can raise concerns, seek clarifications and gain insights into the Group’s operations, financial position and strategic direction.</p> <p>(v) <u>Press Conferences/Media Releases</u> The Company may hold press conferences and issue media releases in conjunction with significant corporate developments and progress. Relevant updates will be published on the Company’s website promptly after being released to Bursa Securities.</p> <p>(vi) <u>Engagement Sessions with Stakeholders</u> Direct interactions serve as a key communication channel for the Group, facilitating meaningful engagement with customers, suppliers and other stakeholders in daily operations. These interactions foster stronger relationships, enhance collaboration and ensure efficient resolution of business matters.</p> <p>Through these channels, the Board ensures stakeholders are kept informed in a timely, accurate and transparent manner, fostering trust and long-term relationships.</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 12.2

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

Application	:	Not applicable – Not a Large Company	
Explanation on application of the practice	:		
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>The forthcoming AGM scheduled for Wednesday, 10 June 2026, will be the Company's First AGM following its listing on the ACE Market of Bursa Securities on 25 February 2026 and will serve as an important avenue for shareholders to communicate directly with the Board whereby they can engage in a meaningful discussion with the Board and gain insights on the Group's business activities as well as financial position.</p> <p>To encourage greater shareholder participation, the Notice of the First AGM together with the Company's Annual Report 2025 will be issued to shareholders on 30 April 2026, providing more than 28 days' notice prior to the meeting. Additionally, the Notice of the First AGM will also be published on the Company's website, Bursa Securities' website and in a nationally circulated newspaper for broader accessibility.</p> <p>The notice provides further explanation beyond the minimum content stipulated in the Listing Requirements for the resolutions proposed to enable the shareholders to make an informed decision in exercising their voting rights. Furthermore, each item of special business included in the notice of meeting will be accompanied by a detailed explanation on the details and effects of the resolutions proposed along with any background information and reports or recommendations that are relevant.</p> <p>The Company will also distribute Administrative Details along with the Notice of the First AGM, which provide information to the shareholders regarding the details of the AGM, their entitlement to attend the AGM and their right to appoint proxy(ies).</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

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	:	The Board recognises the importance of general meetings as a key platform for direct engagement with shareholders. Barring any unforeseen circumstances, all Directors including the Chairman of each Board Committees, have confirmed their attendance at the forthcoming First AGM scheduled on Wednesday, 10 June 2026. The Board is committed to facilitating discussions and providing meaningful explanations and responses to any questions or concerns raised by shareholders. Additionally, the Company's external auditors and senior management team are invited to attend the First AGM to address shareholders' enquiries as needed.	
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	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>The Company's First AGM scheduled for Wednesday, 10 June 2026 will be conducted as a fully physical meeting within the capital city vicinity to ensure accessibility for shareholders. The Board believes that physical meetings provide the most effective platform for meaningful shareholder engagement, enabling direct interaction, real-time discussions and immediate responses to queries.</p> <p>Shareholders who are unable to attend the meetings are encouraged to appoint proxy(ies) to attend, speak and vote on their behalf, with the proxy form to be lodged with the Company's Share Registrar at least 48 hours prior to the AGM.</p> <p>The Company will leverage on technology to facilitate electronic voting for the conduct of poll on the resolutions at the upcoming First AGM.</p> <p>The Company has appointed AscendServ Capital Markets Services Sdn. Bhd. as the Poll Administrator to conduct the poll by way of electronic voting via its Dvote Online platform at https://www.dvote.my</p> <p>With the Dvote Online, shareholders can vote by registering themselves via Dvote Online platform before the closing date set out in the Administrative Details for the First AGM. The Administrative Details as well as the guide on registration and voting procedures will be provided to the shareholders.</p> <p>With regards to the cyber hygiene practices, Dvote Online website has gone through penetration test and stress test throughout the years from 2020 to 2025 and 2020 to 2023 respectively, and they had performed numerous meetings throughout these years. Dvote Online website is hosted in a secure cloud platform, and the data center is ISO27001 certified.</p>

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 13.4

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

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i>	
Application	: Applied
Explanation on application of the practice	: <p>The Chairman recognises the importance of the Company's AGM as a platform to facilitate meaningful shareholder engagement through clear communication, structured discussions and informed decision-making. The notice of the First AGM, together with the accompanying documents, will be circulated in advance, providing shareholders with sufficient time to review relevant information, participate in discussions and cast informed votes.</p> <p>To promote transparency and encourage participation, shareholders will be informed of their rights and the mechanisms available to exercise them through the issuance of Administrative Details, which will also provide guidance on the appointment of proxies .</p> <p>The Board, senior management and external auditors will be present at the First AGM to address shareholders' questions and provide necessary clarifications. The Chairman will ensure that the meeting proceedings encourage active shareholder participation, allocate sufficient time for discussions and provide clear and meaningful responses to all questions raised.</p> <p>The Company's website will continue to serve as an important platform for keeping shareholders informed of key developments, and for accessing the minutes of general meetings. Shareholders will also be able to engage with the Company outside of general meetings, raise concerns, and provide feedback through the communication channels available on the Company's website.</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 13.5

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

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.</i>	
Application :	Departure
Explanation on application of the practice :	
Explanation for departure :	The Company will convene its First AGM as a public listed company on 10 June 2026 at Four Points by Sheraton Puchong, The Heron, 1201, Tower 3, Puchong Financial Corporate Centre (PFCC), Jalan Puteri 1/2, Bandar Puteri, Puchong, 47100, Selangor.
<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 13.6

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 Company has scheduled its First AGM on Wednesday, 10 June 2026. Following the conclusion of the AGM, the draft minutes will be circulated to the Board for review and comments before being confirmed as an accurate record of the proceedings. The minutes of the First AGM will be made available on the Company's website at www.teamstarberhad.com within 30 business days after the AGM. The minutes will also include the questions raised during the meeting, the Company's responses and the outcome of the voting results.
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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