

CORPORATE GOVERNANCE REPORT

STOCK CODE : 5065
COMPANY NAME : Ornapaper Berhad
FINANCIAL YEAR : December 31, 2024

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

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

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

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board of Directors ("the Board") of Ornapaper Berhad ("Ornapaper" or "the Company") (collectively with its subsidiaries, "the Group") is ultimately accountable and responsible for the performance and affairs of the Group. The Board had established a Board Charter for the Company, which delegates specific roles and responsibilities to its Board Committees and Chief Executive Director ("CED"). The Board leads the Group towards achieving its Mission and Vision, which is made possible by the Board in assuming, among others, the following broad categories of roles and responsibilities:</p> <p>i. <u>Reviewing and adopting a strategic plan for the Group</u></p> <p>The mission and vision of the Group form the foundation of the business strategies of the Group. The Board actively plays its roles in the development of the Group's business strategies, including monitoring the implementation and performance. It is the policy of the Board that any material capital expenditure and business expansion proposed by the Executive Directors in relation to the business strategies is to be tabled before the Board for review and approval.</p> <p>During the financial year under review, following the completion of the acquisition of two parcels of leasehold land, the Executive Director proposed to the Board the diversification of the Group's business into property development, property investment, and related activities. The proposed diversification was subsequently approved by the Board and tabled for shareholders' approval at the Extraordinary General Meeting ("EGM") held on 26 June 2024.</p> <p>ii. <u>Promoting good corporate governance culture and practices</u></p> <p>The Board, being the highest governance body within the Group,</p>

is aware of its responsibility toward good corporate governance and is committed to bringing and promoting a good corporate governance culture within the Group.

The **Board Charter** and other board and committee policies incorporate practices and guides per the Malaysian Code on Corporate Governance (“**MCCG**”). During the financial year under review, the Board undertook a review of the Board Charter and related policies to ensure continued compliance with the latest Main Market Listing Requirements (“**MMLR**”) issued by Bursa Malaysia Securities Berhad (“**Bursa Securities**”), as well as to reflect good corporate governance practices. This review reinforces the Board’s commitment to maintaining relevant and effective governance frameworks through periodic assessments and updates.

The Board reviewed the draft Corporate Governance Report and assessed the current standings of the corporate governance practices in comparison to the MCCG. The Board formulate action plans from time to time to address any departure from MCCG’s recommended practices, and to further enhance and promote good and recommended corporate governance practice.

iii. **Tone from the Top**

To set the tone from the Top, the Board had established the **Code of Conduct** to govern the standards of ethics and good conduct expected of Directors, officers and employees throughout the Group. At the operational level, integrity and ethical values expected from the employees are incorporated in the Employee Handbook by the management of the Company (“**Management**”) based on the values promoted in the Company’s **Code of Conduct**. In order to further promote integrity and ethical values, a formal **Anti-Bribery and Corruption Framework** had been put in place by the Board to prevent the risk of bribery and conflict of interest within the Group with **Whistleblowing Policy** implemented to create an environment whereby stakeholders can whistle blow on improper behaviour without being victimised for doing so.

Please refer to Practice 3.1 and 3.2 for detailed disclosure of the **Code of Conduct** and **Whistleblowing Policy**.

iv. **Overseeing the conduct of the Group’s business and evaluating whether the business is being properly managed**

CED is accountable to the Board for the achievement of the corporate objectives and the observance of management authorities. CED shall be the head of the Management of the Group and answerable to the Board in that manner.

CED is assisted by fellow Executive Directors who are tasked with

the responsibility of overseeing the day-to-day management of the business and operations of the Group. In addition, the Executive Directors attend weekly meetings with the management team to discuss and monitor the progress of issues encountered in all aspects of the business operations to ensure appropriate actions are taken to resolve such issues. Thereafter, the management performance, under the leadership of CED, is assessed by the Board through the financial performance and financial/ non-financial information presented by the Management on a quarterly basis.

The Board, through the Audit Committee (“AC”), reviews the financial performance and financial/non-financial information updates provided by the Accounts Manager of the Company on a quarterly basis. The financial performance of the group and its subsidiaries is compared to the corresponding quarter of the preceding year to provide an indication of the state and performance of the Company. Reasons for the decline and increase in key accounting criteria are analysed and deliberated during the meeting to identify strategic decisions required to address any shortcomings identified (if any).

v. Identifying principal risks and ensuring the implementation of appropriate internal controls and mitigation measures

The Board had set up a Board Risk Management Committee (“BRMC”) to oversee the risk management matters, including the review of the risk management framework and process of the Group, as well as risk management activities performed. The BRMC is responsible for the oversight of the risk management, while the Risk and Sustainability Management Committee (“RSMC”) is tasked to identify, assess and manage actual and potential key business risks. RSMC is to compile Key Risk Registers and to table the same to the BRMC for review and assessment on the steps taken or to be taken to minimise such risks to the Group.

The AC, through the audit reports and guidance from External Auditors and Internal Audit Function, advises the Board on the adequacy and effectiveness of governance, risk and control structures and processes throughout the Group. The AC monitors the status of implementation of appropriate internal controls and mitigation measures through the Internal Audit Function’s management action progress report and updates from the Management, and makes relevant recommendations to the Board to manage risks.

Further explanations of the risk management process are disclosed in the Statement on Risk Management and Internal Control in the Annual Report.

vi. Succession planning and performance appraisal of the Board

The Nomination Committee (“NC”) is tasked by the Board with the duty of succession planning for the Board and Key Senior Management, which includes the appointment, reappointment and training requirement for the Directors and Key Senior Management as well as the determination and assessment the performance of the Board, Board Committees and individual directors.

Meanwhile, the Remuneration Committee (“RC”) is responsible to review and assess the remuneration packages of the Executive Directors and Key Senior Management as well as the Directors’ fees of Non-Executive Directors (“NEDs”).

The Board, together with the Executive Directors and the Management, put in place an informal structure and practice for succession planning by way of on-going identification and training of competent and calibre second line for key positions in the Group. To aid the process of succession planning and ensure the continuity of business and operations, key processes of the company are guided by standard operating procedures and job descriptions of the key positions.

Further details on the role and responsibilities of NC and RC are disclosed in Practices 5.8 and 7.2.

vii. Overseeing the development and implementation of a stakeholder communications policy for the Company

The Board assumes the overall responsibility to ensure that all material information is communicated to stakeholders impartially in a timely, accurate, clear and complete manner per MMLR and other relevant laws and regulations. The Board had established the **Corporate Disclosure Policy** in this respect.

The Board ensures the stakeholders are kept informed of material events through the announcements made through Bursa Securities. Announcements made through Bursa Securities are reviewed by the Corporate Disclosure Committee to confirm their factual correctness before their release and subsequently confirmed by the Board during the Board meetings.

Further explanations on stakeholders’ communication are disclosed in Practice 12.1.

viii. Reviewing the adequacy and the integrity of internal control systems and management information systems (including the integrity of the financial and non-financial reporting), including systems for ensuring compliance with applicable laws, regulations, rules, directives and guidelines

The internal control system of the Group is made up of five core components, i.e. Control Environment, Risk Assessment, Control Activities, Information and Communication and Monitoring Activities with principles representing the fundamental concepts associated with each component.

The AC relies on internal audit activities performed by the Internal Audit Function of the Group to determine the adequacy and effectiveness of the internal control systems of the Group. The outsourced Internal Audit Function reviews the internal control system of the Group based on the approved internal audit plan and the outcomes of the reviews are reported to the AC on its adequacy and effectiveness (i.e. present and functioning).

The integrity of the financial reporting of the Group is also subject to statutory audits performed by the External Auditors. During the quarterly meeting of the AC, the draft financial statements are reviewed by the AC together with the Management concentrating on the accounting policies used, analysis of major changes in components of financial statements, major judgmental and risk areas, significant adjustments, the going concern assumption, compliance with accounting standards, compliance with MMLR and other legal requirements. For the annual audited financial statements, the AC reviews the annual statutory accounts, the Audit Report, issues and reservations arising from audits and the management letter (if any), together with the External Auditors and the Management.

Further information on the Internal Audit Function of the Group is disclosed in the Statement on Risk Management and Internal Control in the Annual Report, while works performed by the AC on the financial reporting are disclosed in the AC Report of the Annual Report.

The Board ensure all directors possess the required ability to read and understand the financial statements of the Group by way of annual board skill evaluation performed and via such evaluation, to identify training needs to enhance the financial and accounting capability of the directors (if any).

Based on the oversight activities of the Board on the conduct of the business and financial performance of the Group during the financial year under review, the members of the Board reviewed the financial statements of the Group based on the internal and external business environment and business operations activities and performance provided by the CED and Chief Operations Officer (“COO”).

ix. Sustainability management

The Board had established a formal ***Sustainability Framework***,

	<p>detailing the governance structure and process implemented by the Management for the identification, prioritisation, monitoring and reporting of material sustainability matters pursuant to the MMLR and in compliance with the Sustainability Reporting Guide issued by Bursa Securities in material aspects.</p> <p>During the financial year under review, the Sustainability Assessment report detailing the prioritisation of stakeholders and assessment outcome in identifying the material sustainability matters of the Group performed by the Management was compiled and presented by the RSMC to the BRMC for review and subsequent reporting to the Board.</p> <p>Please refer to the Sustainability Statement on the management of material economic, environmental and social risks and opportunities.</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

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>Being the head of the Board, the Chairman of the Board is responsible for marshalling the effective functioning of the Board in the interest of good corporate governance. Dr. Ang Kwee Teng, as the Executive Chairman of the Board, is responsible for providing leadership to the Board in overseeing its effective conduct and facilitating the Board's engagement with shareholders and other stakeholders.</p> <p>The following are the roles and responsibilities of the Chairman of the Board as established in the Board Charter:</p> <ol style="list-style-type: none">i. Leading the Board in the adoption of good corporate governance practices in the Company and its subsidiaries;ii. Providing leadership to the Board so that the Board can discharge its responsibilities effectively;iii. Leading the Board in the oversight of the Management and ensuring its effectiveness in all aspects of its role;iv. Ensuring the efficient organisation and conduct of the Board's function, chairing Board meetings and discussions;v. Setting the Board agenda and ensuring complete and accurate information is furnished to Directors on a timely basis to facilitate decision-making;vi. Facilitating the effective contribution of all Directors at Board meetings by encouraging their active participation and allowing their dissenting views to be freely expressed;vii. Promoting constructive and respectful relations within the Board, and managing the interface between the Board and Management;viii. Ensuring appropriate steps are taken to provide effective communication with stakeholders and their views are communicated to the Board of the Company as a whole;ix. Chairing general meetings of shareholders and ensuring orderly conduct and proceedings of such meetings;x. Ensuring general meetings support meaningful engagement between the Board, Key Senior Management and shareholders;xi. Ensuring shareholders have the opportunity to participate in general meetings effectively, including having access to information they require to participate in discussions and cast informed votes;xii. Maintaining effective professional relationships with external

	<p>parties, investing public, regulatory bodies and trade associations;</p> <p>xiii. Facilitating the contribution of NEDs and ensuring constructive relations be maintained between the Executive and NEDs; and</p> <p>xiv. Leading NEDs to meet among themselves, with no presence of the Executive Directors and the Management, at least annually to discuss among other strategic, governance and operational issues.</p> <p>The roles and responsibilities of the Chairman of the Board are stated in Paragraph 5.3 of the Board Charter, published in the “Corporate Governance” section of the “Investor Relations” of the Company’s website at www.ornapaper.com.</p> <p>In November 2024, NEDs meet among themselves without the presence of the Executive Chairman and Executive Directors to discuss on strategic, governance and operational issues.</p>
<p>Explanation for departure</p>	<p>:</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>:</p>
<p>Timeframe</p>	<p>:</p>

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 Executive Chairman of the Board and CED are held by different individuals. There is a clear and distinct division of roles and responsibilities between the Executive Chairman of the Board and CED. The position of CED is held by Mr. Sai Han Siong while the position of the Executive Chairman was held by Dr. Ang Kwee Teng.</p> <p>The roles and responsibilities of the Executive Chairman and the CED are clearly established within the Board Charter, with the roles and responsibilities of the Executive Chairman of the Board disclosed in Practice 1.2 above. In a nutshell, the Executive Chairman of the Board is responsible for the governance, orderly conduct and effectiveness of the Board, while the CED is responsible for managing the Group's business operations and implementation of policies and strategies approved by the Board.</p> <p>In particular, the CED is accountable to the Board for the achievement of the corporate objectives and the observance of management authorities. The CED shall be the head of the Management of the Group and answerable to the Board in that manner. The roles and responsibilities of CED are as follows, but not limited to:</p> <ol style="list-style-type: none">i. To develop strategies and business objectives for the Company and its subsidiaries for review and approval by the Board of the Company and implementation thereof;ii. To implement other Board's decisions effectively and efficiently;iii. To provide leadership in order to achieve the vision, management philosophy and business strategies;iv. To ensure the efficiency and effectiveness of the day-to-day operations of the Company and its subsidiaries in accordance with authorities and delegations authorised by the Board of the Company;v. To safeguard the assets of the Company and its subsidiaries;vi. To ensure effective internal and external reporting of the Company and its subsidiaries;vii. To ensure the efficiency and effectiveness of the operations of the Company and its subsidiaries and that the business and affairs of the Company and its subsidiaries are carried out in an ethical manner and in compliance with applicable laws and regulations;viii. To assess business opportunities which are of potential benefit to the Company and its subsidiaries and to recommend major

	<p>business opportunities for the Board of the Company's consideration;</p> <ul style="list-style-type: none"> ix. To communicate material and relevant matters to the attention of the Board of the Company timely and accurate manner for decision making; x. To discharge the responsibilities delegated by the Board of the Company and to execute authorities delegated effectively and efficiently; xi. Ensure that the financial management practice of the Company and its subsidiaries is performed at the highest level of integrity and transparency; xii. Ensure the Company and its subsidiaries have adequate resources, have an effective management team and structure, develop management skills and put in place an effective management succession plan for business continuity; xiii. Ensure that adequate and effective governance, risk management and internal control systems for the Company and its subsidiaries are instituted; xiv. Design, implement (subject to approval by the Board of the Company) and continuously improve the Group's Anti-Bribery & Corruption Management ("ABCM") as well as ensure sufficient resources are allocated for such implementation at the Company and the subsidiary level; xv. Design, implement (subject to approval by the Board of the Company), continuously improve and promote the Group's sustainability management at the Company and the subsidiary level, as well as ensuring sufficient resources are allocated for implementation thereof; and xvi. Implement group-wide Code of Conduct and policies and procedures, as well as ensuring sufficient resources are allocated for such implementation at the Company and the subsidiary level. <p>The roles and responsibilities of the CED and Executive Directors are stated in Paragraph 5.4 of the Board Charter, published in the "Corporate Governance" section of the "Investor Relations" of the Company's website at www.ornapaper.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

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 :	<p>The Executive Chairman of the Board was not a member of AC, NC and RC. The Executive Chairman of the Board has not participated, including by way of invitation, in any meeting of the AC, NC and RC during the financial year under review.</p> <p>Upon or after the conclusion of respective Board Committee meetings, the Chairperson of respective Board Committees were invited to report to the Board on the matters discussed, reviews performed and recommendations concluded during such Board Committee meetings during scheduled board meetings in order for the Board, led by the Executive Chairman of the Board, to fulfil its oversight roles and responsibilities in an unbiased manner.</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 1.5

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 assisted by qualified and competent Company Secretaries, Ms. Chua Siew Chuan (MAICSA 0777689/SSM PC No. 201908002648) and Ms. Yau Jye Yee (MAICSA 7059233/SSM PC No. 202008000733). Ms. Chua Siew Chuan is a Fellow member of the Malaysian Institute of Chartered Secretaries and Administrators (“MAICSA”), while Ms. Yau Jye Yee is an Associate member of MAICSA. All Company Secretaries are members of professional bodies and hold the required qualifications to act as Company Secretaries under Section 235(2) of the Companies Act 2016.</p> <p>The appointment of the Company Secretaries is based on the capability and proficiency determined by the Board.</p> <p>The Company Secretaries are responsible for ensuring the Board procedures are followed, that the applicable rules and regulations for the conduct of the affairs of the Board are complied with and for all matters associated with the maintenance of the Board or otherwise required for its efficient operation. The Company Secretaries advise the Board on issues relating to corporate governance, compliance with laws, rules, procedures and regulatory requirements.</p> <p>The Company Secretaries or the representatives attend all Board and Committee meetings and ensure that such meetings are properly convened, and accurate and proper records of the proceedings and resolutions passed are taken and maintained in the statutory register of the Company.</p> <p>In particular, the Company Secretaries are to:</p> <ol style="list-style-type: none">i. Manage all Board and Committee meetings, attend and record minutes of all Board and Committee meetings and facilitate board communications;ii. Advise the Board on its roles and responsibilities;iii. Ensure that there is good information flow within the Board and between the Board, Board Committees and Key Senior Management;iv. Facilitate the orientation of new Directors and assist in director training and development;v. Advise the Board on corporate disclosures and compliance with

	<p>company, securities regulations and listing requirements;</p> <ul style="list-style-type: none"> vi. Keep abreast with corporate governance development and assist the Board in applying corporate governance practices to meet the Board's needs and stakeholders' expectations; vii. Manage processes pertaining to the shareholder meeting; and viii. Serve as a focal point of stakeholders' communication and engagement on corporate governance issues. <p>The Company Secretaries observe and undertake continuous professional education (CPE) as part of the professional body and licensing conditions for the Company Secretary.</p> <p>The roles and responsibilities of the Company Secretaries are included in Paragraph 5.7 of the Board Charter, published in the "Corporate Governance" section of "Investor Relations" of the Company's website at www.ornapaper.com.</p>
<p>Explanation for departure</p>	<p>:</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>:</p>
<p>Timeframe</p>	<p>:</p>

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 the Directors were notified of the respective dates of scheduled Board meetings for the next financial year in November of every calendar year.</p> <p>The Executive Chairman of the Board sets the board meeting agenda and ensures adequate time is allocated for discussion of issues tabled to the Board for deliberation. The notice of each meeting confirming the venue, time and date, together with the agenda of items to be discussed, is circulated to all Directors no later than five (5) working days before the scheduled Board meeting. A reasonable time is given for Board members and other attendees, as appropriate, to consider all relevant papers and materials prior to the Board meeting. The Directors acknowledged receipt of the Board paper to signify the timely receipt and completeness of the Board paper received. This is to ensure that the Directors were given sufficient time to obtain a comprehensive understanding of the issues to be deliberated upon at the meeting in order to arrive at an informed decision, as well as to discharge their duties and responsibilities.</p> <p>The deliberations and decisions of the members, including any dissenting views and Directors' abstention from deliberation and decision on related matters at Board and Board Committee meetings, are documented in the minutes of meetings.</p> <p>The Executive Chairman of the Board ensures that the Board Committee meetings are not combined with the main Board meetings.</p> <p>Following the meetings, the draft minutes were promptly circulated by the Company Secretaries for review. At the subsequent meeting, the minutes were presented for confirmation as a correct record of the deliberations and resolutions, and were formally approved by the Chairman of the Board or Board Committees. The minutes of each Board and Board Committees meeting are kept by the Company Secretaries and are available for inspection by any Director during office hours.</p> <p>The Board members in their individual capacity have unrestricted access to complete information on a timely basis in the form and</p>

	<p>quality necessary for the discharge of their duties and responsibilities.</p> <p>Besides direct access to management staff, external independent professional advisers are also made available to render their independent views and advice to the Board, whenever deemed necessary and in appropriate circumstances, at the Company's expense.</p> <p>The above process is guided under paragraph 6.1 on Board Meetings of the Board Charter, which is published in the "Corporate Governance" section of "Investor Relations" of the Company's website at www.ornapaper.com.</p>	
<p>Explanation for departure</p>	<p>:</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>:</p>	
<p>Timeframe</p>	<p>:</p>	

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 had established a Board Charter which is subject to review and updates as and when required in accordance with the needs of the Group and any new or changes in regulations that may have an impact on the discharge of the Board's responsibilities or at least once every three (3) years to ensure that they remain consistent with the Board's objective, current law and practices. The most recent review was conducted on 15 November 2024. A copy of the latest Board Charter is available at the "Corporate Governance" section of "Investor Relations" of the Company's website at www.ornapaper.com.</p> <p>The objectives of the Board Charter are to ensure that all Board members of the Group are aware of their fiduciary duties and responsibilities as the members of the Board and the various legislations and regulations affecting their conduct as well as the highest standards of corporate governance that are applied in all their dealings as directors of the Group.</p> <p>The Board Charter sets out, amongst others, the key values, principles, policies and ethos of the Group, Board structure, roles and responsibilities; Board activities and processes; relationship with management, shareholders and investors and the Director's Code of Conduct.</p> <p>The roles and responsibilities of the Board, Chairman, CED, Executive Directors, NEDs, Board Committees and matters reserved for the Board are stated in Paragraphs 5.1 to 5.6 of the Board Charter.</p> <p>Salient features of the Board Charter:</p> <ul style="list-style-type: none">• Matters reserved for the Board — identifies key matters reserved for the Board's approval, including the following:<ul style="list-style-type: none">i. Approval of financial resultsii. Approval of interim dividend and recommendation of final dividend, if any, for shareholders' approvaliii. Issuance of new securities

	<ul style="list-style-type: none"> iv. Changes related to capital structure v. Annual business plan vi. Significant changes in accounting policies and practices vii. Annual financial budget viii. Acquisition or disposal of material capital expenditure ix. Acquisition or disposal of group companies x. Changes to the structure, size and composition of the Board xi. Review the conflict of interest situation xii. Risk management policies xiii. Corporate governance practices xiv. Approval of appointment, resignation and removal of Company Secretary xv. Approval of appointment of external auditors xvi. Approval of establishment of Board Committees xvii. Assessment of performance of Directors, Board and Board Committee xviii. Approval of Directors' remuneration xix. Approval of Board members' fees and benefits xx. Amendments to the Constitution xxi. Recommend the convening of general meetings <ul style="list-style-type: none"> • Appointment and Re-appointment of Directors – the appointment and re-appointment of Directors of the Company and its subsidiaries are guided by the Fit and Proper Policy, Policy and Procedure on Nomination and Appointment of Director and Key Senior Management and Re-Appointment of Director, including specifying the term of office and that an active politician should not be appointed as a Director of the Company and its subsidiaries. • Governance structure – defines the reporting structure of the Board, Board Committee and Board representatives appointed at the subsidiaries. • Roles and Responsibilities – defines and clearly separate the roles and responsibility of the Board, the Board Committees (governed by formal terms of reference), Chairman of the Board, CED, Executive Directors, NEDs and Company Secretaries. • Board Committees - terms of reference or roles and responsibilities prescribed in the policy of the respective Board Committee established and approved by the Board, with the Chairperson of the respective Board Committee to report to the Board on the outcome of the Committee meetings and minutes to be made available to the Board. The Board had established AC, NC, RC and BRMC. • Qualification, Vacation of Office and Removal of Directors – defines the basic requirements for appointment as Director of the Company, the requirements to vacate the office and the requirement to furnish written representation by the Director
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	<p>removed to Bursa Securities.</p> <ul style="list-style-type: none"> • Time Commitment – sets the expectation on the devotion of sufficient time and effort by Board members in discharging their responsibilities with reasonable due care, skills and diligence and all Board members are required to notify the Chairman of the Board indicating the time that will be spent on the new appointment before accepting any new directorship or significant commitment outside the Company. In order to ensure that the Directors have sufficient time to focus and fulfil their roles and responsibilities effectively, Directors are required to provide written confirmation on the total number of directorships on an annual basis. All Directors shall be subject to the requirements of sole-proprietorship, partnership, executive directorship and non-executive directorship per the Fit and Proper Policy. None of the Directors holds directorships for more than five (5) public listed companies as required under Paragraph 15.06(1) of MMLR. The requirement on time commitment is stated in Paragraph 4.4 of the Board Charter. • Tenure of Independent Directors – defines the annual independence assessment requirement on Independent Directors and tenure of the Independent Directors. • Board Meetings – specifies the frequency of board meetings (including subsidiaries), sufficient time allocated for deliberation, separation of the Board Committee meeting from the Board meeting, timeliness of board papers, invitation to the meeting of the Board and maintenance of minutes of meeting (including subsidiaries). • Financial Reporting – specifies the responsibilities of the Board of the Company and its subsidiaries in relation to the preparation of annual financial statements, quarterly announcements and other price-sensitive public reports and their compliance with relevant laws, regulations and applicable accounting standards. • Delegation of Authorities to Management – defines that the Board authorities conferred on the Management are delegated through CED, who is accountable to the Board. Such delegation of authority of key processes by CED is supported by the assignment of authority as defined in the relevant policy and procedures. • Board and Member Assessment – sets out the requirement for the Board through NC to assess the effectiveness of the Board, Board Committees and individual members on an annual basis. • Board Remuneration – specify the assessment and recommendation of suitable remuneration packages for Directors of the Company and its subsidiaries and members of the Key Senior Management by RC to be based on the Board and Key
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	<p>Senior Management Remuneration Policy.</p> <ul style="list-style-type: none"> • Directors’ Training/Continuing Education – based on the result from Board Evaluation and Performance, the NC is to assess the training needed, identify appropriate training programmes and make recommendations to the Board. This is to ensure the Directors have access to a continuing education programme relevant to their discharge of fiduciary duties. • Access to information and Independent Advice – Directors have unrestricted access to all information of the Company and the Company Secretary and may obtain independent professional advice at the cost of the Company. • General Meetings and Attendance - All Directors are required to attend the general meetings, except that there is a valid reason accepted by the Board and notice for the Annual General Meetings is to be given to shareholders at least 28 days prior to the meeting. • Stakeholders Engagement – specifies the channels required for investor relations and other stakeholders’ engagement. • Conflict of Interest – requires that all conflict of interest situations involving Directors (including persons connected) and between the Company and its subsidiaries be managed and mitigated per established procedures, including the requirement that interested Directors shall abstain from discussion and decision during meetings on the matter. • Code of Ethics and Conduct for Directors – defines the responsibilities of the Directors of the Company and its subsidiaries to observe high ethical business standards, honesty and integrity. • Group Governance – specifies the responsibilities of the Board of the Company to ensure adequate group-wide corporate governance policies and procedures, as well as other policies and procedures and the requirements of the Board of subsidiaries to provide information requested by the Board of the Company to oversee the performance of such subsidiary. <p>The Board has not identified and appointed a Senior Independent Director from among its members whom the shareholders and other stakeholders can access fully and directly, as well as concerns may be conveyed.</p>
<p>Explanation for departure :</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 had established the Code of Conduct ("the Code"), intended to apply to every Director, officer and employee of the Company and its subsidiaries. The Code also applies to the Group's business associates when performing their work or services for and on behalf of the Group. The Code is made available at the "Corporate Governance" section of "Investor Relations" of the Company's website at www.ornapaper.com.</p> <p>The Code is reviewed as and when required and updated in accordance with the needs of the Group and any new or changes in regulations that may have an impact on the discharge of the responsibilities of every Director, officer and employee or at least once every three (3) years. The last review of the Code was performed on 15 November 2024.</p> <p>The Code establishes standards to ensure that the working environment and conditions are safe and healthy, workers are treated with respect and dignity, and business operations are conducted ethically, and all affected personnel are expected to observe and adhere to the highest standards of professional and personal conduct. The Code is aimed at providing guidelines on the expected behaviour and conduct of all the employees and also to serve as a tool to guide the affected personnel's actions when dealing with both internal and external parties.</p> <p>The fundamental in adopting the Code is to ensure that all business activities are in full compliance with the laws, rules and regulations of the country in which it operates. If a law of the country conflicts with a rule or policy set out in this code, affected personnel should comply with the law.</p> <p>The Code sets out the values upheld by the Company for each stakeholder.</p>

	<p>The principles of the Code and standards include:</p> <ol style="list-style-type: none"> i. Respecting Others – unlawful discrimination; working hours; wages and benefits; safety and health; humane treatment; communication; continuous development ii. Serve Our Customers – serving the customer with integrity; and competency; handling of customers' assets iii. Avoiding Conflict of Interest – business integrity (including zero tolerance on bribery); no improper advantage; no abuse of power; disclosure of information; no trading on insider information; no fraud; fair business, advertising and competition iv. Preserve Confidentiality and Privacy v. Anti-money laundering vi. Corporate Citizenship vii. Reporting channel and enforcement <p>The Code forms the cornerstone for the establishment of the integrity and ethical values expected from the employees, which are incorporated in the Employee Handbook.</p> <p>To foster an environment where integrity and ethical behaviour are maintained and any illegal or improper action and/or wrongdoing in the Group, a formal Anti Bribery and Corruption Framework has been put in place by the Board to prevent the risk of bribery and conflict of interest within the Group with Whistleblowing Policy implemented for all stakeholders to raise genuine concerns about possible improprieties in matters of financial reporting, compliance and other malpractices at the earliest opportunity. The Anti Bribery and Corruption Framework and Whistleblowing Policy are accessible in the “Corporate Governance” section of “Investor Relations” of the Company’s website at www.ornapaper.com.</p> <p>During the financial year under review, the Board also undertook a review of the Conflict of Interest and Related Party Transaction Policy and Procedures to ensure that they remain relevant and aligned with the latest amendments to MMLR.</p> <p>The Group is open to receiving input from stakeholders in the continued development and implementation of the Code and adopting the best practices where possible.</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

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 established a Whistleblowing Policy that aims to provide a secure and confidential platform for Directors, employees of the Group and other stakeholders to raise any concerns about any potential violations of the Group’s Code of Conduct, legal or regulatory breaches and accounting or audit matters.</p> <p>Reports made under this policy are directed to an independent governance body, the AC, to ensure impartiality and proper handling of each case. The policy safeguards whistle-blowers' identities and provides protection against retaliation or any adverse action arising from their disclosures, in good faith.</p> <p>The Whistleblowing Policy was last reviewed on 18 August 2023.</p> <p>The Whistleblowing Policy is administered and overseen by AC and reported to the Board. The email addresses of the designated Compliance Officer and members of AC are provided for reporting of malpractices.</p> <p>The AC is responsible for investigating and, if required, reporting to the Board in relation to all reported concerns. The AC has the authority to obtain legal advice, consultants or other resources to conduct a full or detailed investigation of the allegations.</p> <p>The Whistleblowing Policy is available in the “Corporate Governance” section of “Investor Relations” of the Company’s website at www.ornapaper.com for ease of access for reporting by employees and interested parties of the Group.</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 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>According to the Board Charter, one of the key roles and responsibilities of the Board is to oversee the development and implementation of a Sustainability Policy for the Group (including its subsidiaries) to manage economic, environmental and social matters in relation to the businesses of the Group and to ensure that the strategic plan of the Company and its subsidiaries support long term sustainability (including evaluate economic, environmental and social matters of the Company and its subsidiaries regularly).</p> <p>The sustainability management of the Group is governed by the Sustainability Framework established by the Board on 9 April 2018, with the latest update on 18 August 2023.</p> <p>The principles of each core component of sustainability, i.e. economic, environmental and social, are specified clearly to act as the foundation of sustainability management of the Group.</p> <p>The formal governance structure of the sustainability management of the Group is established within the Sustainability Framework, whereby the roles and responsibilities of the Board, BRMC (as the governance oversight function), RSMC and the Head of Departments are specified.</p> <p>In particular, the Board assume the ultimate responsibilities for the oversight of the sustainability management on group-wide basis (including integration of sustainability management from strategy setting to daily business operations and aligning the proposed remuneration of the Directors and Key Senior Management personnel of the Group on performance on the management of sustainability risks and opportunities) while the CED together with the Executive Directors are delegated with the duties to implement the</p>

	<p>Sustainability Framework and management of sustainability risks and opportunities of the Group (including identification, assessment and responses to sustainability risks and opportunities).</p> <p>The Sustainability Framework specifies the stakeholder identification and prioritisation as well as the sustainability matters assessment process (including seeking feedback from stakeholders via stakeholders' engagement methods established), criteria used in such prioritisation and assessment, review standings and formulation of responses. The results and responses of the sustainability assessment are fed into the risk management process of the Group for its continuous monitoring per the Group Risk Management Framework established.</p> <p>Please refer to the Sustainability Statement published together with the Annual Report of the Company for the financial year under review for the sustainability management activities, performances and responses formulated.</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 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>Pursuant to the <i>Sustainability Framework</i>, communication with interested stakeholders is achieved through various means, including:</p> <ul style="list-style-type: none">• establishing communication channels that are available at all times for stakeholders to provide their views and feedback, including complaints;• conducting engagement forum/ town hall sessions;• meeting and interviewing with institutional investors, analysts, media and other stakeholders when necessary;• electronic feedback form available on the Company's website;• press release on matters relevant to sustainability management; and• annual sustainability statement published in the Annual Report. <p>In particular, the Sustainability Statement is published together with the Annual Report for the financial year under review and is guided by the Sustainability Reporting Guide issued by Bursa Securities.</p> <p>The contents of the Sustainability Statement published include the scope of the statement, sustainability principles employed, governance structure with a summary of responsibilities, sustainability assessment process employed, stakeholder prioritisation activity, stakeholders engagement activities, sustainability management activities and sustainability matters identified (including common and material sustainability matters), corresponding risk register of common and material sustainability matters identified for monitoring, responses implemented or to be implemented for common and material sustainability matters, target established together with actual performances of common and material sustainability matters and whether assurance performed on the Sustainability Statement.</p> <p>Please refer to the Sustainability Statement published together with the Annual Report of the Company for the financial year under review for the sustainability management activities, sustainability matters identified, responses formulated and actual performances.</p>
Explanation for departure	:	

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

Intended Outcome

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

Practice 4.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>One of the responsibilities of the Board of the Company is to evaluate the sustainability risks and opportunities regularly, including taking into consideration the changes in the external business environment that affect the interests of the stakeholders. On the other hand, RSMC led by CED and the Executive Director is tasked to conduct a periodic review of all sustainability matters affecting the Group and the adequacy of the response(s) implemented and formulated with updates to the BRMC on scheduled intervals or as and when required due to change in the internal or external environment. Meanwhile, heads of department/divisions of the Group are assigned the duty to continuously monitor sustainability matters under his/her responsibilities with escalation to RSMC for decision.</p> <p>During the financial year review, the RSMC reported to the BRMC and the Board of the Company the results of the sustainability assessment, material sustainability matters identified, and responses implemented. With such an escalation mechanism put in place, BRMC and the Board are kept informed by the RSMC of the sustainability risks and opportunities faced by the Group and relevant responses and monitoring mechanisms put in place so that sustainability risks are minimised and opportunities optimised for long-term sustainability of the Group.</p> <p>In the same meeting, the RSMC also reported on the Group's performance against the sustainability targets established, enabling deliberation by the BRMC. Following such deliberation, the BRMC reported its findings and recommendations to the Board. This process ensures that the Board remains updated on the Group's sustainability performance and is positioned to evaluate whether existing sustainability initiatives could be further enhanced or if additional initiatives should be introduced or considered.</p> <p>The members of the Board are made up of senior executives and professionals in the fields of business management, company secretarial, audit, accountancy and taxation as well as possessing the required skill, knowledge and experience for sustainability management, which they gain through their past work or professional experiences. The knowledge of sustainability management was supplemented by the training on sustainability management attended</p>

	<p>by the Directors. With such backgrounds, the members of the Board are able to contribute to the timely identification of changes in sustainability risks and opportunities or the emergence of new sustainability risks or opportunities, to ensure adequate responses formulated to address such risks or optimise such opportunities and to continuously improve the maturity of the sustainability management within the Group.</p> <p>The Board members' capacity and competency on sustainability management and whether the Board as a whole possess the right mix of skill, knowledge and size to proactively oversee the sustainability management and stakeholders management was assessed by NC in February 2024 and reported to the Board for its review and decision on whether changes to the composition of the Board is required or training in relation to the sustainability management is required to strengthen the Board's sustainability oversight responsibility.</p>	
<p>Explanation for departure</p>	<p>:</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>:</p>	
<p>Timeframe</p>	<p>:</p>	

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>In order to ensure that the Board as a whole possess the right mix of skill and knowledge as well as size to proactively oversee the sustainability management and stakeholder management of the Group and that members of the Board possess the required capacity and competency on sustainability management and on evaluation of sustainability risks and opportunities faced and identification of training needs on sustainability management, the assessment was performed by the NC via Board and Board Committee Evaluation Form in February 2024 during its annual performance evaluation exercise.</p> <p>Based on the results of the above assessment, the NC and the Board were satisfied that the members of the Board possess the required capacity and competency to tackle questions and to deliberate on the sustainability management of the Group and that the Board as a whole possess the right mix of skill and knowledge as well as size to proactively oversee the sustainability management and stakeholder management of the Group.</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 NC is responsible to assist the Board in recommending the appointment of Directors and members of Key Senior Management and re-appointment of members of the Board of the Company and its subsidiaries based on <i>Fit and Proper Policy, Policy and Procedure on Nomination and Appointment of Director and Key Senior Management and Re-Appointment of Director</i> and <i>Policy on Independence Assessment of Independent Directors</i> (for Independent Non-Executive Director (“INED”)). The <i>Fit and Proper Policy, Policy and Procedure on Nomination and Appointment of Director and Key Senior Management and Re-Appointment of Director</i> and <i>Policy on Independence Assessment of Independent Directors</i> were last reviewed by the Board on 15 November 2024 to ensure their continued relevance and alignment with MMLR. The NC also assesses the performance of the Directors of the Company and its subsidiaries on an on-going basis, as well as overseeing the succession planning and talent management for the Board and Key Senior Management of the Group.</p> <p>In February 2024, the NC reviewed the board composition as well as assessed and deliberated on the effectiveness of the Board as a whole, Board Committees and the contribution of each individual Director. Based on the results of the assessments, the NC was satisfied with the tenure, composition and competency of the Board and Board Committees as well as the mix of skills and experiences of the members of the Board and that the current board composition is able to fulfil the current and future needs of the Group for long term business sustainability.</p> <p>Pursuant to Paragraph 7.26 of the MMLR, Clause 120 of the <i>Constitution</i> of Ornapaper (“<i>Constitution</i>”) and Paragraph 4.2 (h) of the <i>Board Charter</i>, at least one-third (1/3) of the Directors or the number nearest to one-third (1/3), shall retire by rotation at each Annual General Meeting (“<i>AGM</i>”) and at least once every three (3) years but eligible for re-election by the shareholders. In addition, in accordance with Clause 119 of the Constitution, any director appointed by the Board to fill a casual vacancy or as an addition to the Board shall retire at the next AGM following their appointment and shall also be eligible for re-election.</p>

	<p>In April 2024, the NC undertook a review of the Directors who are subject to retirement pursuant to Clauses 119 and 120 of the Constitution and assessed their suitability and eligibility to stand for re-election at the forthcoming Twenty-Second AGM (“22nd AGM”).</p> <p>Following the NC's assessment and the Board's deliberation, the Board resolved to recommend the re-election of Mr. Sai Han Siong, Dr. Ang Kwee Teng, Mr. Lim Kit Ming, Ms. Sean Ne Teo and Mr. Lim Joo Song at the 22nd AGM.</p> <p>The Board also resolved to recommend the retention of Mr. Tan Chin Hwee (“Mr. Tan”) as INED of the Company through the two-tier voting process, in line with Practice 5.3 of the MCGG. The NC and the Board were satisfied with Mr. Tan’s integrity, independence, performance and contributions in discharging his duties effectively as an INED, notwithstanding his cumulative tenure of more than nine (9) years. The Board is of the view that Mr. Tan continues to demonstrate independent and objective judgment in the deliberations of the Board and Board Committees.</p> <p>Accordingly, the Board recommends the re-election of the above Directors who are retiring pursuant to Clauses 119 and 120 of the Constitution, and the retention of Mr. Tan Chin Hwee as INED, for shareholders' approval at the 22nd AGM.</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

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	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>As at the date of this Report, the Board comprises eight (8) members, consisting of four (4) Executive Directors, one (1) non-INED and three (3) INEDs (i.e. 37.5%). The existing composition of the Board satisfies the minimum prescribed requirement in Paragraph 15.02(1) of the MMLR, which states that “a listed issuer must ensure that at least 2 directors or 1/3 of the board of directors of a listed issuer, whichever is the higher, are independent directors”.</p> <p>The Board consists of qualified professionals with diverse experience, background and knowledge in the areas of business operations of corrugated packaging as well as business management, company secretarial, audit, accountancy and taxation. The INEDs are made up of professionals in the field of auditing, taxation and company secretarial.</p> <p>In order to ensure independent and objective judgement are brought to the Board’s deliberation by genuine independence of INEDs and to ensure conflict of interest or undue influence from interested parties is well taken care of, the Board is committed to ensuring the independence of INEDs via independence assessment performed by NC prior to their appointment based on formal nomination and selection process with the results of the review are reported to the Board for consideration and decision.</p> <p>The appointment, re-appointment and annual independence and objectivity assessment of INEDs are governed by the <i>Fit and Proper Policy, Policy and Procedure on Nomination and Appointment of Directors and Key Senior Management and Re-Appointment of Directors</i> and <i>Policy on Independence Assessment of Independent Directors</i> established by the Board.</p> <p>The NC was satisfied with the composition and competency of the Board based on the Board performance evaluation conducted by the NC in February 2024. In particular, NC was satisfied that the Board was of the right size, right proportion, had an adequate degree of independence and had the right mix of expertise, experience and skills</p>

	<p>to discharge its responsibilities and duties well and efficiently. Furthermore, the NC obtained an independence declaration from all three (3) INEDs for independence assessment and to ensure that their independence and objectivity are not diminished over time and that potential areas of conflict that may impair the independence of INEDs had been resolved, if any.</p> <p>All three (3) INEDs had demonstrated their independence and objectivity during Board and Board committees' proceedings, whereby genuine concerns were raised during the meetings, and actions or transactions proposed or taken by the Management and the Board were subject to their scrutiny.</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>: It is the medium to longer-term focus of the Board to actively seek new Independent Directors to be appointed to the Board in order to comply with Practice 5.2 of MCCG. Selection of candidates will be sourced from major shareholders, existing Directors and independent sources, such as recommendations from external auditors and other professional service providers.</p>
<p>Timeframe</p>	<p>: Choose an item.</p>

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>Pursuant to Paragraph 4.6 of the Board Charter, the tenure of an INED should not exceed a cumulative of twelve (12) years from the date of his/her first appointment. After serving for nine (9) years, an INED may continue to serve on the Board as a Non-Independent Director. If the Board intends to retain an INED beyond nine (9) years, the Board must justify and seek shareholders' approval through a two-tier voting process. To justify retaining an INED beyond the term limit of nine (9) years and up to twelve (12) years, the Board should undertake a rigorous review to determine whether the "independence" of the INED has been impaired per the Policy on Independence Assessment of Independent Directors. Findings from the review should be disclosed to the shareholders in the notice of the general meeting for them to make an informed decision.</p> <p>In April 2024, as part of the annual independence assessment, the NC assessed the independence of Mr. Tan Chin Hwee, who has served as INED of the Company for a cumulative term exceeding nine (9) years but less than twelve (12) years. This assessment was conducted through a structured evaluation process and supported by a written declaration of independence provided by Mr. Tan. He had abstained from all deliberations and decision-making in respect of the assessment and recommendation of his own retention as INED.</p> <p>The Board deliberated and opined that the length of his service on the Board did not interfere with his independent judgement, and he remained objective and independent in participating in the deliberations and decision-making of the Board and respective Board Committees. Furthermore, with the number of years on the Board, the incumbent's knowledge of the Company and the Group's activities and corporate history in his role as an independent director, it is invaluable for the Board to maintain him as an INED.</p> <p>Based on the outcome of the assessment and justifications provided, the Board recommended and supported the continuity of the office of Mr. Tan Chin Hwee as INED of the Company via two-tier voting at the 22nd AGM.</p>

	As of the date of publication of this Corporate Governance Report, Mr. Tan Chin Hwee has served on the Board for a cumulative term of more than nine (9) years but less than twelve (12) 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 :		

Intended Outcome

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

Practice 5.4 - Step Up

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

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

Application :	Not Adopted
Explanation on adoption of the practice :	

Intended Outcome

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

Practice 5.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board believes that having highly qualified persons with sufficient and relevant knowledge, skills and competency to serve as members of the Board and as part of Key Senior Management of the Company and its subsidiaries contributes to the preservation and advancement of the governance and operations of the Group.</p> <p>The responsibility of the nomination and appointment of Directors (including the re-appointment of Directors) and members of Key Senior Management is delegated to the NC by the Board of the Company. The duties and responsibilities of NC are detailed in its Terms of Reference, which is accessible for reference in the “Corporate Governance” section of “Investor Relations” of the Company’s website at www.ornapaper.com. The Terms of Reference of the NC was last reviewed and updated on 15 November 2024.</p> <p>The appointment of new Directors to the Board (including the re-appointment of Directors) and Board Committees and appointment of a new member of Key Senior Management are through the recommendation of candidates to NC for review before recommending the candidate(s) or such Director seeking for re-appointment to the Board for approval pursuant to Policy and Procedure on Nomination and Appointment of Director and Key Senior Management and Re-Appointment of Director. In making its recommendations, the NC shall ensure person nominated for appointment as Directors or member of Key Senior Management as well as the existing directors seeking re-appointment possess the required character, experience, integrity, competence and time to effectively and diligently discharge their responsibilities and duties and contribute to the proper governance of the Group per “Criteria for Nomination and Appointment” as stated in the Policy and Procedure on Nomination and Appointment of Director and Key Senior Management and Re-Appointment of Director as follow:</p> <ul style="list-style-type: none">• Fit and proper

	<ul style="list-style-type: none"> • Skilled and diverse background • Boardroom and key senior management diversity (knowledge, skills, experience, race, age and gender) • Knowledge and skill in sustainability oversight and management • Independence assessment of Independent Director <p>The Board had in place a Fit and Proper Policy to ensure any candidate nominated for appointment as the Directors and members of its Key Senior Management including or re-appointment of existing Directors possesses the required character, experience, integrity, competence and time in discharging their role effectively. For the purpose of establishing whether a person is fit and proper to act as the Director of the Company and as a member of Key Senior Management, NC and Board to ensure they possess the required criteria per “Fit and Proper Criteria” as defined in the Fit and Proper Policy as follow:</p> <ul style="list-style-type: none"> • Probity, personal integrity and reputation • Financial integrity • Experience and competence • Time and commitment <p>In ensuring the Directors appointed are able to devote the required time to the Board effectively and to comply with Paragraph 15.06 of the MMLR, the Board had incorporated policy in the Board Charter whereby all Directors shall be subject to the requirements of sole-proprietorship, partnership, executive directorship and non-executive directorship as per the Fit and Proper Policy and in any event, should not hold more than five (5) directorships in public listed companies.</p> <p>In addition, it is the requirement per the Board Charter that an active politician shall not be appointed as a member of the Board of the Company and its subsidiaries pursuant to Guidance 5.5 of MCCG. There is no active politician appointed as a member of the Board of the Company and its subsidiaries.</p> <p>The Terms of Reference of the NC, Policy and Procedure on Nomination and Appointment of Director and Key Senior Management and Re-Appointment of Director and Fit and Proper Policy are published in the “Corporate Governance” section of “Investor Relations” of the Company’s website at www.ornapaper.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

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	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>The <i>Policy and Procedure on Nomination and Appointment of Director and Key Senior Management and Re-Appointment of Director</i> and <i>Board Charter</i> state that the NC shall develop a pool of potential candidates for consideration for such vacancy and shall not solely rely on recommendation from existing Board members, Management or major shareholders for the nomination of new Director and to utilise independent sources to identify suitably qualified candidates.</p> <p>Independent sources include but are not limited to recommendations from external auditors, other professional firms and other corporate director registries if the appointment is in relation to a Director of the Company.</p> <p>In appointing an appropriate individual to the Board, the NC shall first consider and recommend to the Board the suitable candidate for directorship taking into consideration the required character, experience, integrity, competence and time based on a prescribed set of criteria as set out in the <i>Policy and Procedure on Nomination and Appointment of Director and Key Senior Management and Re-Appointment of Director</i> and <i>Fit and Proper Policy</i>.</p> <p>The procedure for nomination and appointment of the Director, as defined in the policy and procedure established, is as follows:</p> <ol style="list-style-type: none">1. Recommendation received through duly completed "Director Recommendation Form" (with his/her written consent to be a Director and make a declaration that he is not disqualified from being appointed or holding office as a Director of a company under the Companies Act 2016) and relevant supporting documents per Section D-Review and Assessment for fit and

	<p>proper;</p> <ol style="list-style-type: none"> 2. To evaluate and shortlist potential candidate(s) based on “Criteria for Nomination and Appointment”; 3. To conduct an interview and proportionate due diligence check; and 4. To recommend the potential candidate(s) to the Board for consideration and decision. <p>Detailed information on the process undertaken by NC including its process of identifying and appointing a candidate can be found in the <i>Policy and Procedure on Nomination and Appointment of Director and Key Senior Management and Re-Appointment of Director and Fit and Proper Policy</i> published in the “Corporate Governance” section of “Investor Relations” of the Company’s website at www.ornapaper.com.</p> <p>All existing Directors of the Company were nominated based on the recommendations from the Board members and existing shareholders without reference to candidates sourced from independent external parties.</p> <p>While the Board acknowledges the importance of leveraging independent sources in identifying suitable candidates for appointment as Directors, the Board is of the view that recommendations from existing Board members, Management, and major shareholders remain valuable due to their in-depth understanding of the Company's business operations, culture, and strategic needs.</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>: The NC and the Board are to utilise independent sources to identify suitably qualified candidates per <i>Policy and Procedure on Nomination and Appointment of Director and Key Senior Management and Re-Appointment of Director</i> for the next appointment of NED of the Company.</p>
<p>Timeframe</p>	<p>: Choose an item.</p>

Intended Outcome

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

Practice 5.7

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Profile of Directors section of the Annual Report discloses the Directors' name, age, nationality, gender, qualification, working experience, directorship in other listed companies, 5 years history of conviction for offences and any conflict of interest as well as their shareholding in the Company.</p> <p>The recommendation of re-appointment of Directors at the 22nd AGM held during the financial year was subjected to the re-appointment process as per the <i>Fit and Proper Policy, Policy and Procedure on Nomination and Appointment of Director and Key Senior Management and Re-Appointment of Director</i> and <i>Policy on Independence Assessment of Independent Directors</i> duly performed by the NC before recommending to the Board for its consideration and its recommendation to the shareholders.</p> <p>Any Director seeking re-appointment had abstained from the review, assessment, discussion and decision-making relating to his/her own re-appointment during such meetings. Such re-appointment was recommended to the Board only upon the NC's satisfactory evaluation results, which included the fit and proper assessment, conflict of interest review, independence assessment (where applicable), and performance evaluation of the respective Directors. The Board, upon consideration, then made its recommendation to the shareholders for approval at the general meeting.</p> <p>Based on the aforementioned process and satisfactory outcomes of fit and proper assessment, conflict of interest review, independence assessment and performance evaluation, the Board is of the view that the Director seeking re-appointment at the 22nd AGM during the financial year is fit and proper, with no conflict interest or with any such interest duly mitigated to the Board's satisfaction, able to devote sufficient time to discharge his/her duties and responsibilities as a Director of the Company, capable of contributing positively to the business success and long-term sustainability of the Group; and in the case of an INED, remains independent, with his/her objectivity and</p>

	<p>oversight capabilities not compromised by tenure or familiarity with the Company, Executive Directors, or Key Senior Management.</p> <p>To facilitate the informed decision by the shareholders in relation to the re-appointment of directors in the forthcoming AGM, a disclosure that the directors seek re-appointment had met the criteria as prescribed under Paragraph 2.20A of MMLR on character, experience, integrity, competence and time commitment (based on the satisfactory results of fit and proper and conflict of interest review, independence assessment and performance evaluation of such directors performed) with reference made to his profile of the Director (which includes disclosure of conflict-of-interest situation, if any) as published in the corresponding Annual Report was made in the notes accompanying the notice of the AGM.</p>	
<p>Explanation for departure</p>	<p>:</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>:</p>	
<p>Timeframe</p>	<p>:</p>	

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 NC is chaired by Mr. Lim Kit Ming, an INED, in accordance with the <i>Terms of Reference of the NC</i>, which stipulates that the Chairperson of the NC shall be an Independent Director.</p> <p>The composition of the NC complies with Paragraph 15.08A of the MMLR, which requires the NC to be comprised exclusively of NED, with the majority being Independent Directors. All three (3) members of the NC are INEDs, thereby ensuring objectivity and independence in the discharge of their responsibilities.</p> <p>The duties and responsibilities of the NC, led by the Chairperson, are as follows:</p> <ul style="list-style-type: none">• To establish minimum requirements for the Board and CED to perform their responsibilities effectively, including overseeing the overall composition and diversity of the Board.• To consider (including from independent sources) and recommend to the Board nominated candidates for appointments as Directors and Key Senior Management.• To consider and recommend to the Board such existing Directors of the Company and its subsidiaries seeking re-appointments.• To evaluate the ability of candidates for the position of INEDs to discharge such responsibilities and functions as expected from INEDs.• To consider and recommend to the Board for approval, the appropriate size of the Board and Board Committees of the Company to facilitate effective decision-making.• To ensure that individuals standing for election should make the necessary declaration to the Board and shareholders on any existing or potential conflict of interest, including whether they have a business, family or other special relationship within or outside of the Company that could affect the execution of their role as Directors on the Board.• To review the size of NED participation, Board balance and determine if additional Board members are required and also to ensure that at least 1/3 of the Board members is independent and recommend to the Board the nominees to fill the seats on Board Committees.• To assess the effectiveness of the Board as a whole, Board Committees and the contribution of each individual Director, including the Chairman, the INEDs, as well as CED based on

	<p>assessment criteria recommended by the NC annually.</p> <ul style="list-style-type: none"> • To include the performance of the Board and Key Senior Management in addressing the Company’s material sustainability risks and opportunities as one of the criteria in assessing the performance of the Board and Key Senior Management. • To review the performance of AC and the term of office and performance of each of its members. • To develop and review the criteria used for the selection process of new directors and annual assessment of the Board, Board Committees and individual Directors. • To ensure every Director is subject to retirement at least once every three (3) years and to recommend to the Board, candidates for the re-election of Directors, to be approved by shareholders, pursuant to the Company’s Constitution. • To ensure that the shareholders have the information required to make an informed decision on the appointment and re-appointment of a Director, including a declaration of any conflict of interest, together with a statement with reasons as to whether it supports the appointment or re-appointment of the candidate. • To perform an independent assessment to determine the independence of each individual INEDs. • To formulate and review the nomination, selection, appointment and succession policies and plans for members of the Board, Board Committees and Key Senior Management. • To identify the training needs of individual Directors and CED and shall from time to time identify suitable orientation, educational and training programme for continuous professional development of Directors and CED in ensuring they receive appropriate continuous training programme (including sustainability management) in order to keep abreast with developments in the industry and with changes in the relevant statutory and regulatory requirements. • To oversee the development of a succession planning framework and talent management for the Board members of the Company and Key Senior Management of the Group and regularly review succession planning for all Directors and Key Senior Management to promote Board renewal and address any vacancies. • To act in line with the directions of the Board. • To consider and examine such other matters as the NC considers appropriate.
<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

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	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	Presently, there is one (1) woman INED on the Board of the Company and the Company continues to promote gender diversity with a focus on supporting the representation of women in the composition of the Board and senior level of management should such a potential candidate is available.	
		The Board is supportive of gender diversity in the boardroom and senior level of management. The Board aims to have at least one (1) woman representation on the Board as stated in Paragraph 4.1 of the Board Charter .	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	The Board is supportive of having at least 30% female representation on the Board as and when such a potential candidate and position are available.	
Timeframe	:	Choose an item.	

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 is supportive of age and gender diversity within the Group, including the workplace, with a focus on supporting the representation of women and relevant age groups at the Board and Key Senior level of management within the Group should such a potential candidate is available.</p> <p>The Board aims to have at least one (1) female representative on the Board as stated in Paragraph 4.1 of the Board Charter and disclosed as such in the Annual Report. At present, there is one female INED on the Board of the Company.</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.

<p><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></p>	
<p>Application</p>	<p>: Applied</p>
<p>Explanation on application of the practice</p>	<p>: On an annual basis, NC reviews the required mix of skills and experience and other qualities, including core competencies, which the Directors should bring to the Board. The Board had implemented a process to be carried out by the NC annually for the assessment and feedback to the Board on the effectiveness of the Board as a whole, the Board Committees, AC (including the term of office and the performance of its individual members) and the contribution of each individual Directors for review and further improvement.</p> <p>During the financial year under review, the Board, through the NC, conducted the <i>Board and Board Committee Evaluation and Directors' Self-Evaluation</i>. On the other hand, the assessment of the term of office and effectiveness of the AC (including the performance of its individual members) was performed by the NC through the <i>AC Members' Peer Performance Evaluation</i> and the <i>AC Evaluation</i>.</p> <p>The Board performance evaluation evaluates the Board based on the following areas:</p> <ul style="list-style-type: none"> a) Board mix and composition. b) Quality of information and decision making. c) Boardroom activities. d) Board's relationship with management. e) Environment, social and governance. <p>While the Board Committees' performance evaluation (AC, NC, BRMC and RC) is performed by the NC is based on the following criteria:</p> <ul style="list-style-type: none"> (a) Having the right composition. (b) Provide useful recommendations to assist the Board in better decision-making. (c) Members have sufficient, recent and relevant expertise in fulfilling their role. (d) Proper discharge of responsibilities by Board Committee chairs.

- (e) Appointments of Board and Board Committees chairmen based on appropriate criteria.
- (f) Quality communications.
- (g) Well-prepared and comprehensively documented meeting minutes
- (h) Board informed of Board Committee's deliberation sufficiently and on a timely basis.

The self-assessment for individual directors assesses the individual Board member's roles, responsibilities and functions based on the criteria established by the NC, which includes fit and proper, contribution and performance and calibre and personality.

On the other hand, the criteria stated in *Audit Committee Members' Peer Performance Evaluation* are as below: -

- a) Exhibition on trustworthiness, dynamic participation, integrity, capability in handling conflict, interpersonal ability and the enthusiasm to tackle problems proactively.
- b) Appropriateness of experience to meet the objectives of the Audit Committee's Terms of Reference, including financial literacy.
- c) Participation in ongoing education to improve the understanding of pertinent regulatory, accounting, reporting, auditing and industry issues.
- d) Ability to analyse and evaluate the Company's business and risk environment.
- e) Level of understanding of the Company's significant financial and non-financial risk, compliance processes, financial and statutory reporting requirements, significant accounting policies, accounting estimates and financial reporting practices.

The NC evaluated AC through the *AC Evaluation Form* based on the criteria of quality and composition, skills and competencies, as well as meeting administration and conduct.

As an essential component of Board independence, each INED has executed an annual Declaration of Independence to confirm that he/she continues to meet the criteria of an Independent Director as prescribed under Paragraph 1.01 of the MMLR. In addition to the declaration, the NC also conducted an annual independence assessment of all INEDs using the Assessment of Independence of Independent Director Form. This assessment considers not only compliance with the definition of independence under the MMLR but also evaluates any relationships or transactions that may impair their independence and objectivity in discharging their duties.

The above evaluation had been carried out and deliberated by the members of the NC, and the summary result of the assessment was presented by the Chairperson of the NC to the Board.

The Company Secretaries circulated to each Director the relevant assessment and review forms/questionnaires in relation to the

	<p>aforementioned evaluations with sufficient time for the relevant Directors to complete them in advance of the meeting of NC and the Board for the Company Secretaries to collate the assessment/review results for NC to review and report to the Board.</p> <p>With the above evaluation processes, the Board, through the NC, reviewed and assessed its required mix of skills and experience and other qualities, including core competencies which directors should bring to the Board, and the size and composition of the Board to ensure that it has the appropriate mix of skills and competencies to lead the Group effectively.</p> <p>The above assessments and evaluations were conducted without engaging the services of an independent third party.</p> <p>Based on the above assessments, the Board was satisfied with the existing board composition and was of the opinion that the Board, the Board Committees, individual directors and the AC had discharged their responsibilities in a commendable manner and had performed competently and effectively. Other than that, the Board, on the recommendation by the NC, believed that its present size and composition are optimal based on the Group’s operations and that it reflects a fair mix of financial, technical and business experiences that are important to the stewardship of the Group.</p> <p>In addition, based on the above assessments performed on the AC (including the term of office and the performance of its individual members), the Board was of the opinion that the AC and its members had carried out their duties in accordance with its terms of reference.</p>	
<p>Explanation for departure</p>	<p>:</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>:</p>	
<p>Timeframe</p>	<p>:</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 7.1

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 of the Company assumes the overall responsibility to establish and implement an effective remuneration policy for the members of the Board and Key Senior Management. The <i>Remuneration Policy for Directors and Key Senior Management</i> ("Remuneration Policy") was last reviewed and approved by the Board on 15 November 2024. The responsibility for the implementation of the Remuneration Policy is delegated to RC by the Board. The Policy will be reviewed every three (3) years by RC and reported to the Board as and when required. The recommendations for changes to the Remuneration Policy will be proposed by RC to the Board for deliberation and approval.</p> <p>The Remuneration Policy outlines the guiding principles for the remuneration of the Directors and Key Senior Management of the Group.</p> <p>The objectives of the Remuneration Policy are as follows:</p> <ul style="list-style-type: none">- to enable the Group to attract and retain highly qualified members to enable the Group to provide a well-balanced and competitive Directors and Key Senior Management compensation package.- to ensure that the interests of Executive Directors (including Executive Directors of the subsidiaries) and Key Senior Management of the Group are aligned with the business strategy, risk appetite, values and medium to long-term sustainability of the Group and is consistent with the "pay-for-performance" principle.- to promote strong teamwork culture among the Executive Directors of the Company and its subsidiaries and Key Senior Management of the Group.- to instil transparency and openness in the review and approval of compensation package of the Board's members and Key Senior

	<p style="text-align: center;">Management of the Group.</p> <p>The RC assesses the Executive Directors’ (including Executive Directors of the subsidiaries) proposed remuneration packages so as to recommend the same to the Board for approval. The Executive Directors shall be abstained from participating in the discussion with respect to their remuneration packages. Executive Directors who are shareholders and controlling shareholders with a nominee or connected Director on the Board shall be abstained from voting at general meetings to approve fees and benefits in relation to such interested Director.</p> <p>The principal components of compensation for the Executive Director consist of fixed and variable compensation and other customary benefits as follows:</p> <ul style="list-style-type: none"> • Fixed Salary – which is determined based on his/her knowledge, skills, experience and responsibilities assigned and shall subject to annual review by the RC taking into consideration, including but not limited to, the performance of respective Executive Directors (including sustainability management), country of assignment, country specific annual inflation rate, market rate of pay and etc. • Director Fees – fixed sum determined based on his/her knowledge, skills, competency, responsibilities assigned and contributions to the Board. • Variable compensation- designed to reward Executive Directors for the respective entity’s financial performance and individual director performance. Variable Compensation shall not include commission on or percentage of sales. • Benefits and Other Arrangements – other benefits-in-kind based on their contractual agreements, local customs and comparable arrangements for a comparable senior executive in the industry. <p>On the other hand, the proposed Director fees and benefits of NEDs are subject to review by RC and reporting to the Board for approval.</p> <p>NEDs’ remuneration comprises fixed fees that are determined based on his/her knowledge, skills, competency, responsibilities assigned and his/her contributions to the Board and the Board Committees. Director’s fees for NEDs shall take into consideration the performance of individual NEDs in overseeing the management of material sustainability risks and opportunities. Allowances are also granted to NED for the purpose to defray costs/expenses incurred by him/her in carrying out the responsibilities assigned in respect of the Board and the Board Committees in which he/she is a member. Such compensation for NEDs shall not be subject to the financial performance of the respective entity and shall not include cash bonus schemes and equity vesting entitlements to prevent potential conflict with their primary role as an independent representative of stakeholders.</p> <p>NEDs shall abstain from deliberation and approval of his/her own</p>
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	<p>compensation during the motion to deliberate and approval of his/her compensation by the Board. Directors who are shareholders and controlling shareholders with a nominee or connected Director on the Board shall be abstained from voting at general meetings to approve fees in relation to such interested Director.</p> <p>The Director fees for NEDs and other allowances for Executive Directors and NEDs are subject to the approval of shareholders at the annual general meeting.</p> <p>The principal elements of the Key Senior Management remuneration program consist of fixed and variable compensation, benefits and other arrangements, and is generally set to provide market competitiveness to attract, retain and motivate executives of the highest calibre to competently manage the company. The proposed remuneration packages of the members of Key Senior Management shall be reviewed by CED and subsequently, by RC at least once annually and report the results of the review to the Board for deliberation and approval.</p> <p>The Remuneration Policy is made available for download from the “Corporate Governance” section of “Investor Relations” of the Company’s website at www.ornapaper.com.</p> <p>The RC convened two meetings during the financial year under review. The first meeting held in February 2024 focused on the review of proposed Directors’ fees for NEDs and meeting allowances for all Directors. Upon review, the RC’s recommendations were tabled to the Board for approval and subsequently proposed to shareholders for their approval at the AGM. The first meeting also reviewed the remuneration packages of the Executive Directors of Ornapaper Industry (M) Sdn. Bhd. for the financial year ending 31 December 2024. The second meeting held in August 2024 was dedicated to reviewing the remuneration packages of the Executive Directors and Key Senior Management. The RC aimed to ensure that the remuneration packages remained competitive against industry benchmarks and aligned with the Company’s objectives of attracting, retaining, and motivating high-performing talent while adhering to principles of fair remuneration practices and good corporate governance.</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

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

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

Practice 7.2

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The RC was formed to assist the Board in reviewing and determining the remuneration packages of the Directors and Key Senior Management based on their merit, qualification and competency. The policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of Board and Key Senior Management are governed by the Remuneration Policy established by RC and approved by the Board.</p> <p>The RC is guided by the Terms of Reference approved by the Board which states the composition requirement, authorities, roles and responsibility of the committee. The Terms of Reference of RC, which was last reviewed and updated on 15 November 2024 is available on the "Corporate Governance" section of "Investor Relations" of the Company's website at www.ornapaper.com.</p> <p>The RC comprises three (3) INEDs which complies with the requirement of MCCG whereby the RC should comprise exclusively of NEDs and majority of them must be INEDs. The composition of the RC is stated in the Corporate Information section of the Annual Report.</p> <p>The RC is responsible for reviewing and recommending to the Board, the remuneration packages of the Executive Directors, Director fees and benefits of the NED and the remuneration packages of Key Senior Management. In making its recommendation, the RC adheres to the principle of remunerating based on the Group's performance as well as individual performance as stated in the Remuneration Policy. The RC does not possess the authority to make decisions on behalf of the Board. Its role is merely that of making recommendations for the Board's approval.</p> <p>It is the ultimate responsibility of the entire Board to approve the</p>

	<p>remuneration of the Executive Directors and Key Senior Management. The Executive Director concerned would abstain from discussion and decision on his own remuneration. The Board as a whole determines the remuneration package of NEDs based on their experience and level of responsibilities undertaken. All NEDs are paid a fixed fee which subject to the approval of shareholders at AGM and Directors who are shareholders and controlling shareholders with a nominee or connected Director on the Board who are shareholders would be abstained from voting at General Meetings to approve their fees.</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

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 Board is supportive of transparent and detailed disclosure on the named basis for the remuneration of individual directors.</p> <p>Major remuneration components of the Directors include Directors' salary, fees, bonus, meeting attendance, car allowance and benefits in-kind and employer's contribution to the Employees Provident Fund ("EPF"), Social Security Organization ("SOCSO") and Employment Insurance System ("EIS").</p> <p>A summary of remuneration packages of the Directors of the Company who served during the financial year ended 31 December 2024 is set out in the table below.</p> <p>The employer's contribution to the EPF, SOCSO and EIS are included in the table below under "Other Emoluments" column.</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	Ang Kwee Teng	Executive Director	60.0	3.0	-	-	-	-	63.0	60.0	21.0	168.0	18.0	20.9	9.7	297.6
2	Sai Chin Hock	Executive Director	-	2.5	-	-	-	-	2.5	-	2.5	558.0	160.0	-	19.4	739.9
3	Sai Han Siong	Executive Director	-	3.0	-	-	-	-	3.0	-	3.0	856.2	390.0	18.3	157.6	1,425.1
4	Lim Joo Song	Executive Director	-	3.0	-	-	-	-	3.0	-	3.0	487.2	125.0	26.9	76.9	719.0
5	Sai Ah Sai	Non-Executive Non-Independent Director	-	3.0	-	-	-	-	3.0	-	3.0	185.0	25.0	-	0.8	213.8
6	Tan Chin Hwee	Independent Director	60.0	3.0	-	-	-	-	63.0	60.0	3.0	-	-	-	-	63.0
7	Lim Kit Ming	Independent Director	60.0	3.0	-	-	-	-	63.0	60.0	3.0	-	-	-	-	63.0
8	Sean Ne Teo	Independent Director	60.0	3.0	-	-	-	-	63.0	60.0	3.0	-	-	-	-	63.0
9	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here				
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here				
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here				
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here				
13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here				
14	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here				
15	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here				

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	:	The Board is of the opinion that the disclosure of the remuneration component in bands of RM50,000 on named basis of individual members of Key Senior Management may compromise the personal security of Key Senior Management members and heighten the risk of talent loss, particularly given the ease of access to such information in the public domain.
		Notwithstanding the non-disclosure on a named basis in the band of RM50,000, the Board, through the NC, ensures that the remuneration of Key Senior Management is governed by a structured framework aligned with the Group's performance, market benchmarking and shareholders' interests.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	The Board remains committed to sound corporate governance practices and will continue to review its remuneration disclosure practices from time to time, taking into consideration the evolving regulatory expectations, market trends, and feedback from stakeholders.
Timeframe	:	Choose an item.

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

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

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.1

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

Application	: Applied
Explanation on application of the practice	<p>The Company complies with the requirement under MCCG whereby the Chairperson of the AC is not the Chairman of the Board. Such a requirement is also reflected in the Terms of Reference of AC which was last reviewed and updated on 15 November 2024.</p> <p>The Chairperson of AC, i.e. Mr. Lim Kit Ming, fulfils the requirement under Paragraph 15.09(1)(c)(i) and Paragraph 7.1 of Practice Note 13 of MMLR and possesses strong financial literacy skills, where he is a member of the Malaysian Institute of Accountants ("MIA") and Malaysian Institute of Certified Public Accountant as well as a partner of an external audit firm in Malaysia. He is not the Chairman of the Board.</p> <p>Please refer to the Profile of Directors section of the Annual Report for further details on the qualifications and experience of the Chairperson of AC.</p> <p>The principal objectives of the AC are to assist the Board of Directors in discharging its statutory and fiduciary duties and responsibilities relating to the accounting and reporting practices of the Group and the Company. In addition, the AC, led by the Chairperson shall: -</p> <ul style="list-style-type: none">a) evaluate the quality of the audits performed by the internal and external auditors;b) provide assurance that the financial information presented by management is relevant, reliable and timely;c) oversee compliance with laws and regulations and observance of a proper code of conduct; andd) determine the quality, adequacy and effectiveness of the Group and Company's control environment. <p>The Terms of Reference of AC detailing the composition, authorities, duties and responsibilities is available for download from the "Corporate Governance" section of "Investor Relations" of the Company's website at www.ornapaper.com.</p> <p>A summary of activities of the AC, led by the Chairperson is disclosed in the Audit Committee Report of the Annual Report.</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 AC includes the requirement of former partner of the external audit firm of the Group (including all former partners of the audit firm and/or the affiliate firm) to observe a cooling-off period of at least three (3) years before being appointed as a member of the AC.</p> <p>This is to ensure that the independence of the audit process is safeguarded from the potential threats and conflicts which may arise when a former partner joins the Company.</p> <p>The current AC members appointed were not former partner of the external audit firm (including affiliate firm) of the Group prior to appointment.</p> <p>The Terms of Reference of AC are available for download from the "Corporate Governance" section of "Investor Relations" of the Company's website at www.ornapaper.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

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 Board has formally approved the adoption of <i>Policies and Procedures to Assess the Suitability and Independence of and the Provision of Non-Audit Service by External Auditors</i> which was last reviewed and approved by the Board on 15 November 2024. The responsibility of the implementation of the above policies and procedures is delegated to the AC by the Board and the outcome of the review is recommended to the Board on an annual basis or at other appropriate times for consideration to recommendation to the shareholders.</p> <p>The criteria used for the annual assessment of suitability of External Auditors for appointment and reappointment includes the following:</p> <ol style="list-style-type: none">1. Qualifications of the External Auditors;2. Technical expertise and capability of the External Auditors in relation to the size and business complexity of the Group;3. Resources (including senior personnel assigned to the audit) available/provided by the External Auditors in relation to the size and business complexity of the Group;4. Suitable size of the External Auditors in relation to the size and complexity of the Group;5. Size of the External Auditors in relation to the existing client base of the External Auditors;6. Independence of the External Auditors;7. Professionalism and responsiveness demonstrated by the External Auditors;8. Overall conduct of the audits by the External Auditors; and9. The appropriateness of audit fees to support quality audit. <p>AC also ensure that the provision of non-audit services by External Auditors and their network firms/companies does not impair the objectivity and independence of the External Auditors.</p> <p>The assessment of the performance, suitability and independence of the External Auditors by the AC is performed by using External Auditor Evaluation Form. The evaluation criteria include calibre of external audit firm, quality processes and performance, knowledge and skill</p>

sets of audit team, independence and objectivity, audit scope and planning, audit fees and audit communication. AC also received Transparency Report prepared and presented by the External Auditors during the financial year under review as part of performance evaluation by the AC. In addition, during the meetings with the External Auditors during the financial year, the External Auditors confirmed to AC on their independence in relation to the audit works to be performed and reaffirmed their independence on the completion of the audit.

Based on the annual performance evaluation performed on the External Auditors as well as considering the view and input from the Finance team who had direct interaction with the External Auditors, AC noted that the External Auditors has the adequate resources, skills, knowledge and experience to perform their duties with professional competence and due care in accordance with approved professional auditing standards and applicable regulatory and legal requirement. In addition, to the best knowledge of the AC, the External Auditor did not have any record of disciplinary actions taken against them for unprofessional conduct by the MIA which has not been reversed by the Disciplinary Board of MIA as well as failure to comply with their conditions of registration with the Audit Oversight Board. The AC also took into consideration of the effective working relationship the External Auditors had with the Management and Management's feedback on their satisfaction on the audit service rendered by the External Auditors.

In addition, the nature of non-audit services provided by External Auditors and the quantum of the fees were presented by External Auditors and reviewed by the AC and the AC was satisfied that the provision of these services did not in any way compromise their independence.

AC met the External Auditors five (5) times during the financial year under review to discuss audit plans, audit findings, financial statements and other special matters that require AC's attention. AC also met with External Auditors twice during the financial year ended 31 December 2024 without the presence of the Executive Directors and Management to encourage a free flow of information and views between the Audit Committee and external auditor to allow external auditor to freely express their opinion without undue pressure.

Based on the above, the AC was of the opinion that the External Auditors are suitable and able to deliver the assurance engagement professionally and diligently with sufficient level of independence and objectivity under the relevant laws and regulations and forthwith recommended to the Board for re-appointment subject to shareholders' approval during AGM held during the financial year under review, having considered the External Auditors had performed audit services to the Company satisfactorily in term of quality and timeliness since it was appointed and had put in place an internal

	quality control processes to mitigate quality as well as independence and objectivity risks. The appointment of Crowe Malaysia PLT as External Auditors of the Company was subsequently approved by the shareholders at the 22nd AGM held on 26 June 2024.	
Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

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>At present, the AC comprises solely of INEDs and the requirement for AC to comprise solely of INEDs is included in the Terms of Reference of AC. The details of the members of AC are disclosed in the Profile of Directors section of the Annual Report.</p> <p>The AC comprises three (3) members, all of whom are INEDs, as follows: -</p> <ul style="list-style-type: none">• Mr. Lim Kit Ming (Chairperson, INED)• Ms. Sean Ne Teo (Member, INED)• Mr. Tan Chin Hwee (Member, 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>The AC consists of members who have a wide range of necessary skills to discharge their duties. The members of AC include partner of audit firms and possess experiences in the field of audit, accountancy and company secretarial. The details of the qualifications and experiences of the members of AC are disclosed in the Profile of Directors section of the Annual Report.</p> <p>All members of the AC are financially literate, with a majority of the members being members of the MIA. The AC in discharging its duties, reviews the quarterly results and annual financial statements and recommends them to the Board for approval before releasing them to the public. The AC also reviews the appropriateness of the Company's and Group's accounting policies and the changes to these policies as well as ensures the financial statements are drawn up in accordance with the provisions of the Companies Act 2016 and applicable accounting standards.</p> <p>For detailed disclosure of the activities undertaken by the AC, please refer to the Audit Committee Report in the Annual Report.</p> <p>The members of AC undertook continuous professional development(s) to keep them abreast of relevant industry developments as required by the respective professional bodies and trainings in the field of accounting, auditing, taxation, company secretarial and other regulatory requirements. The trainings attended by individual members of AC are shown in the following table:</p>

Member of AC	Name of Conference/Talk/Seminar Attended or Participated	Organiser
Lim Kit Ming	Updates on Main Market Listing Requirements – Enhanced Conflict of Interest Measures	NeedsBridge Advisory Sdn. Bhd.
	Accounting and Invoicing Knowledge & Skills Under e-Invoice Requirements	Malaysian Institute of Accountants
	Assets Accounting Under MPERS Covering Property, Plant & Equipment, Investment Property and Biological Assets	Malaysian Institute of Accountants
	Case Study-Based MFRS Webinar: A Review of Latest Developments in MFRS/MPERS	Malaysian Institute of Accountants
	Case Study-Based MFRS Seminar: Preparation and Presentation of Consolidated Financial Statements	Malaysian Institute of Accountants
	Financial Due Diligence	Malaysian Institute of Accountants
	ISA 600 (Revised) Special Considerations—Audits of Group Financial Statements (Including the Work of Component Auditors)	Malaysian Institute of Accountants
	2025 Budget Seminar	Malaysian Institute of Accountants
	Sean Ne Teo	Updates on Main Market Listing Requirements – Enhanced Conflict of Interest Measures
Beneficial Ownership Reporting of Companies-Overcoming Challenges to Identify the BO		Institute of Approved Company Secretaries
Amendments to the Personal Data Protection Act 2010 – What		Institute of Approved Company Secretaries

		Secretaries Should Know and Prepare For	
		Data Compliance Report 2024 – The Essentials and Preparations Before Submission	Malaysian Institute of Accountants
		Company Secretarial Practice Workshop – Practical FAQs on Company Secretary’s Liability /Duties	Institute of Approved Company Secretaries
	Tan Chin Hwee	Updates on Main Market Listing Requirements – Enhanced Conflict of Interest Measures	NeedsBridge Advisory Sdn. Bhd.
		Companies Act 2016 Series : A Company’s Constitution – Key Elements and Importance	Institute of Approved Company Secretaries
		AMLA and Reporting Institutions’ Roles and Duties	Institute of Approved Company Secretaries
		Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	Institute of Corporate Directors Malaysia
		Data Compliance Report 2024 – The Essentials and Preparations Before Submission	Institute of Approved Company Secretaries
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 acknowledges its overall responsibility for maintaining a sound system of risk management and internal controls to safeguard the shareholders' investment and the Group's assets as well as establishes the risk appetite of the Group. The BRMC is delegated with the oversight role.</p> <p>The Board has put in place a formal and structured Group Risk Management Framework that are integrated, as the governance structure and processes for the risk management on enterprise wide, in order to embed the risk management practice into all level of the Group and to manage key business risks faced by the Group as well as to optimize key business opportunities available to the Group adequately and effectively.</p> <p>The Group Risk Management Framework specify the structured risk management process, where each step of the risk and opportunity identification, evaluation, control identification, treatment and control activities are laid down for application by the RSMC and Risk Owners.</p> <p>The Group's risk management is embedded into key processes at all levels of the organisation structure whereby respective Head of Departments (as Risk Owners) are delegated with the responsibility to continuously identify, evaluate and manage the existing and emerging risks, resulting from changes to the internal and external environment faced by the Group by formulating and implementing adequate and effective internal controls to minimise the risk exposure. Risk assessment, at gross and residual levels, is guided by the likelihood rating and impact rating that was established based on the risk appetite acceptable by the Board.</p> <p>The Internal Audit Function is established to review the adequacy and effectiveness of the risk management and internal control system. The Group's internal audit function is outsourced to an independent professional firm that is reporting directly to the AC.</p> <p>Further explanation of the risk management and internal control system within the Group, including the process of identification, assessment and monitoring of key business risks are disclosed in the</p>

	Statement on Risk Management and Internal Control in the Annual Report.	
Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

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

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

Practice 10.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board delegates the duty of identification, assessment and management of key business risks to RSMC while the oversight roles are delegated to BRMC (for risk management) and AC (for internal controls) whereby BRMC and AC are assigned with the duty, vide Group Risk Management Framework and Terms of Reference respectively as approved by the Board, to provide assurance to the Board on the adequacy and effectiveness of risk management and internal control systems of the Group respectively.</p> <p>The principles, practices and process of the Group Risk Management Framework established by the Board are, in material aspects guided by the ISO 31000:2018 – Risk Management Guidelines.</p> <p>Structured risk management process is stipulated in the Group Risk Management Framework approved by the Board, whereby each step of the risk and opportunity identification, evaluation, control identification, treatment and control activities are laid down for application by the RSMC and Risk Owners, i.e. respective Managers and Heads of Department. Risk assessment, at gross and residual levels, are guided by the likelihood rating and impact rating established by the Board based on the risk appetite acceptable by the Board that are stipulated in the Framework.</p> <p>Key Risk Registers were compiled by RSMC and then reported to the BRMC for review. BRMC subsequently reported the results of such updates to the Board for its final review and deliberation. Key Risk Registers are used for the identification of high residual risks which are above the risk appetite of the Group that requires the Management and the Board's immediate attention and risk treatment as well as for future risk monitoring. During the financial year ended 31 December 2024, Key Risk Registers were compiled by RSMC and tabled to BRMC during the financial year under review for its review and deliberation on its adequacy and effectiveness and for its reporting the results of review to the Board.</p> <p>Please refer to the Statement on Risk Management and Internal Control for further disclosures on the features risk management</p>

	framework and internal control system as well as the opinion of the Board on the state of the risk management and internal control system within the Group.	
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 10.3 - Step Up

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

Application	:	Adopted
Explanation on adoption of the practice	:	<p>The BRMC, which comprises exclusively of Independent Directors, was established by the Board with formal Terms of Reference approved by the Board. The Terms of Reference was last reviewed and updated on 15 November 2024.</p> <p>Further, the roles and responsibilities of the BRMC in relation to risk management are also prescribed within the Group Risk Management Framework and include reviewing, assessment, formulation and recommendation of risk strategies, framework, policies, processes, tolerance and risk appetite to the Board.</p> <p>Further disclosures on the roles and responsibilities of BRMC are disclosed in the Annual Report's Statement on Risk Management and Internal Control. Terms of Reference of BRMC is published on the "Corporate Governance" section of "Investor Relations" of the Company's website at www.ornapaper.com.</p>

Intended Outcome

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

Practice 11.1

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

Application	: Applied
Explanation on application of the practice	<p>The Group's internal audit function is outsourced to an independent professional firm, namely, NeedsBridge Advisory Sdn. Bhd. who is reporting directly to AC with unrestricted access to the Group's employees and documents in the performance of their engagement. The audit engagement of the outsourced internal audit function is governed by the engagement letter, Internal Audit Charter as well as the Terms of Reference of AC.</p> <p>The appointment and resignation of the outsourced internal audit function as well as the proposed audit fees are subject to review by AC and for its reporting to the Board for ultimate approval. The scope of review by the outsourced internal audit function is determined through the internal audit plan, reviewed and approved by the AC with feedback from Key Senior Management. In assisting the AC in discharging its oversight role for the internal audit function, the AC, through the reports tabled by the outsourced internal audit function, was able to assess and review the outsourced internal audit function in terms of the qualification, experience, exposure and continuous professional development of the outsourced internal audit function during the financial year under review. The performance, independence and objectivity of the internal audit function is formally evaluated by the AC through Evaluation for the Internal Audit Function Form with evaluation criteria such as, qualification and competency, quality of audit works, resources and co-ordination between internal & external auditors.</p> <p>In ensuring the internal audit function is functioning effectively and independently, the Terms of Reference of AC provides the following oversight role of AC which includes the following:</p> <ul style="list-style-type: none">• review the adequacy of the scope, functions, competency and resources of the internal audit function, and that it has the necessary authority to carry out its work;• ensure that the internal auditors continuously keep abreast with developments in the profession, relevant industry and policies with updates of the internal audit team's resources, skillset and training on at least an annual basis;• review the internal audit reports and results of the internal audit process and ensure that appropriate and necessary corrective actions are taken on the recommendations of the internal audit function in a timely manner to address control weaknesses, non-

	<p>compliance with regulatory requirements and other problem identified by the internal audit function;</p> <ul style="list-style-type: none"> • review and approve internal audit plans and scope of audit; • review any appraisal or assessment of the performance of members of the internal audit function and be satisfied that the internal audit should be carried out objectively and is independent from Management of the Company and the functions which it audits and report its findings directly to AC; and • review and approve budget or fees for the internal audit function. <p>During the financial year ended 31 December 2024 and in accordance with the internal audit plan (and any amendments thereof) approved by the AC, the internal audit function conducted reviews of human resources and payroll management as well as production management for two (2) key operating subsidiaries in Malaysia.</p> <p>Upon the completion of the internal audit field works during the financial year, the internal audit reports were presented to the AC during its scheduled meetings. During the presentation, the internal audit findings priority level, risk/potential implication, recommendations as well as management responses/action plans and person-in-charge together with date of implementation were presented and deliberated with AC. Apart from the internal audit reports, updates on the implementation progress of action plans formulated per previous internal audit reports were presented to the AC during the financial year for review and deliberation. The outsourced internal audit function also reported its staff strength, qualification and experience as well as continuous professional education for the AC's review during the same meeting.</p> <p>The oversight role of the AC and the activities taken by the AC on the internal audit function during the financial year are disclosed in the Annual Report's Audit Committee Report and Statement on Risk Management and Internal Control while the Terms of Reference of AC is available for download from the "Corporate Governance" section of "Investor Relations" of the Company's website at www.ornapaper.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

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

Practice 11.2

The board should disclose–

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

Application	:	Applied
Explanation on application of the practice	:	<p>The internal audit function of the Company is outsourced to an independent professional firm, NeedsBridge Advisory Sdn. Bhd. who is reporting directly to the AC with unrestricted access to the Group’s employees and documents in the performance of their engagement. The audit engagement of the outsourced internal audit function is governed by the engagement letter (which includes purpose and scope of works, accountability, independence, the outsourced internal audit function’s responsibilities, the Management’s responsibilities, the authority accorded to the outsourced internal audit function, limitation of the scope of works, confidentiality, the proposed fees and engagement team) and Internal Audit Charter (which include purpose and mission, its roles, professionalism required, (including adherence to the Institute of Internal Auditors’ mandatory guidance), its authorities, reporting structure, independence and objectivity required, its responsibilities, purpose of the internal audit plan, reporting and monitoring and quality assurance and improvement programme) which are reviewed by the AC and reported by it to the Board for approval.</p> <p>Based on the formal evaluation of the internal audit function and review of the works performed and deliverables by the outsourced internal audit function during the financial year, AC and the Board are satisfied:</p> <ul style="list-style-type: none"> • that the outsourced internal audit function is free from any relationships or conflicts of interest which could impair their objectivity and independence; • with the scope of the outsourced internal audit function; • that the outsourced internal audit function possesses the relevant experience, knowledge, competency and authority to discharge its functions effectively, possesses sufficient resources and has unrestricted access to employees and information for the internal audit activities; and • with the internal audit plan, the processes, the results of the internal audit and/or investigation undertaken.

	The details of the internal audit function and oversight role of the AC on the function are disclosed in the Statement on Risk Management and Internal Control, including but not limited to the details of the engagement letter, review of the outsourced internal audit function's resources and continuous professional developments.	
Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

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

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

Practice 12.1

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

Application :	Applied
Explanation on application of the practice :	<p>The Board is committed to ensure that the communication with its stakeholders is effective, transparent and timely and has adopted the Corporate Disclosure Policy with latest review on 15 November 2024 to provide guidance on communicating and disseminating material information impartially to stakeholders on a timely, accurate, clear and complete manner, in accordance with MMLR and other applicable laws and regulations.</p> <p>The principles stated in the Corporate Disclosure Policy in disclosure of material information are as follows:</p> <ol style="list-style-type: none">1. Transparency and accountability2. Compliance with legal regulatory requirements on disclosure3. Confidentiality and timely disclosure4. Fair and equitable access to information5. Prohibition of Promotional Disclosure <p>In discharging its duty and responsibility in respect of disclosure of material information, the Board delegates the implementation of the Corporate Disclosure Policy to Corporate Disclosure Committee, and for the avoidance of doubt, the mandatory disclosure requirement for other information as per MMLR and applicable laws and regulations is not delegated to Corporate Disclosure Committee and shall be the responsibility of the Board collectively. The Corporate Disclosure Committee is made up of CED and a member of AC and the Committee is tasked with the responsibility to oversee all matters relating to Company's corporate disclosure practice and to ensure adherence to the Corporate Disclosure Policy. The Executive Chairman of the Board or CED assume the role of authorised spokesperson for the Company during press conferences and analyst briefings.</p> <p>The Company's website incorporates an "Investor Relations" section which provides all relevant information on the Company and is accessible by the public via www.ornapaper.com. The "Investor Relations" section enhances the investor relations function by including all announcements made by the Company (including Annual Report, Annual General Meeting, Corporate Governance, Quarterly Reports, Changes in Shareholding, Sustainability Statement,</p>

Circular/Notice to Shareholders, among others) and stock information.

On the other hand, the policies and procedures established by the Board in relation to the corporate governance aspect of the Company are published in the “Corporate Governance” section of “Investor Relations” of the Company’s website. In such section, public will be able to access the **Board Charter, Code of Conduct** as well as **Terms of Reference** of relevant Board Committees and policies (i.e. **Anti-Bribery and Corruption Framework, Whistle-Blowing Policy, Remuneration Policy for Directors and Key Senior Management, Procedures on Nomination and Appointment of Director and Key Senior Management and Re-Appointment of Director, Policy on Independence Assessment of Independent Directors and Fit and Proper Policy**) established and implemented by the Board.

Stakeholders can communicate any of their feedback or concern to the Company by using the contact form in the “Contact Us” section of the Company’s website whereby such messages are to be routed to and attended by dedicated personnel within the Group in charge of stakeholder’s communication.

The core communication channel with the stakeholders employed by the Company is the announcements made through Bursa Securities and it is the Company’s internal procedure that all announcements to be made through Bursa Securities are to be approved by the Board, prior to its release. The Board is observing all disclosure requirements as per laid down by MMLR and Capital Markets and Services Act 2007 in assuring all material event and information to be disseminated publicly and transparently on a timely basis. This allows fair and equitable access by all stakeholders without selective disclosure of such information to specific individuals or groups.

The Annual Report, being one of the main communication tools between the Company and its stakeholders, contains all the necessary disclosures in addition to the facts and figures about the Group. Therefore, efforts have been made in ensuring that the report is user friendly which enable the stakeholders to have a good understanding about the Group as well as its operations.

Another key avenue of communication with its shareholders is the Company’s general meeting, which provides a useful forum for dialogue with shareholders. During the general meeting, shareholders are at liberty to raise questions or seek clarification on the agenda items of the general meeting from the Company’s Directors.

During the financial year under review, the Board provided timely disclosure of all material information of the Group to the shareholders through release of quarterly financial results, announcements and distribution of Annual Reports. Shareholders, investors and members of the public are able to access “Investor Relations” section of the Company’s website at www.ornapaper.com for such information.

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 Notice of the 22nd AGM, dated 30 April 2024, which is scheduled to be held on 26 June 2024 was given to shareholders 57 clear days prior to the meeting. This exceeds the minimum notice period of 28 days as required under this Practice and 21 days as required by MMLR. The extended notice period allows the shareholders to have sufficient time to consider the resolutions and make informed decisions when casting votes at the AGM. In addition, the Notice of EGM dated 29 May 2024, which is scheduled to be held on the same day as the 22nd AGM was issued to shareholders 28 clear days in accordance with this Practice.</p> <p>Similarly, the Board is committed to providing the notice of the forthcoming Twenty-Third AGM ("23rd AGM") to the shareholders at least 28 days prior to the meeting. Such requirement is included in Paragraph 10 (c) of the Board Charter.</p> <p>The notice of the 23rd AGM will be disseminated in both electronic format (made available on Bursa Securities' website and Company's website) and hardcopy.</p> <p>The notice of the AGM includes explanatory notes in relation to the agenda items tabled at the AGM and includes the following information:</p> <ul style="list-style-type: none"> • Date, time and venue or mode of the meeting. • Ordinary and special business (if any) that are tabled for approval and explanatory notes and information on the agenda items to be approved. • Notes on the voting rights and procedures for shareholders to exercise their rights to appoint a proxy in relation to the general meeting.
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

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

Practice 13.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>All Directors attended the 22nd AGM and EGM, both held on the same day, which were held physically during the financial year under review.</p> <p>The Board Charter is incorporated with the requirement on the attendance of all Directors at the general meetings so that effective communication can be established between the Board and the shareholders. Directors, especially those charged with oversight roles (including but not limited to the Chairperson of Board Committees) shall be present to answer in person any matters raised by the shareholders.</p> <p>Adequate time is given during general meetings to encourage and allow the shareholders to seek clarification or pose questions on pertinent and relevant matters in relation to the agendas of the general meeting.</p> <p>The External Auditors were also present physically at AGM to provide professional and independent clarification on issues and concerns raised by the shareholders during the meeting.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 13.3

Listed companies should leverage technology to facilitate–

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

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

Application :	Departure
Explanation on application of the practice :	
Explanation for departure :	<p>The Company acknowledges the benefits of leveraging technology to facilitate remote shareholders' participation and voting in absentia at general meetings. However, during the financial year under review, the Company did not conduct its AGM and EGM by using Remote Participation and Voting ("RPV") facility for remote shareholder participation. This was due to the Board was of the opinion that a physical general meeting will promote direct and effective interactions between the Board and the shareholders as compared to the RPV facility which is merely a tool to facilitate general meeting and which posed technology challenge to shareholders who are not technology savvy.</p> <p>Additionally, the physical location of the AGM and EGM in Melaka, Malaysia, was easily accessible by various modes of transportation, making it convenient for shareholders to attend in person. By holding both the AGM and EGM on the same day and at the same venue, the Company aimed to encourage greater shareholder participation, providing an opportunity for shareholders to engage with the Board in a more interactive and personal manner.</p> <p>The Board also determined that conducting the meetings physically was more cost-effective than using the RPV facility, ensuring efficient use of resources while facilitating meaningful engagement with shareholders.</p> <p>To promote the participation of shareholders in remote locations through proxy(ies), the Company's Constitution includes the explicit right of proxy(ies) to speak at general meetings, to allow a member who is an exempt authorized nominee to appoint multiple proxies for each omnibus account it holds and imposes no restriction on proxy's qualification.</p>

	Nevertheless, the Company remains committed to exploring the use of RPV facilities in future general meetings should there be a significant shift in shareholders' preference towards remote participation or if regulatory requirements necessitate such adoption.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
Timeframe	:	Choose an item.

Intended Outcome

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

Practice 13.4

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>It is the policy of the Board that all pertinent and relevant questions posed in relation to the agendas of the general meeting will be answered by the Board and sufficient time is to be allocated by the Board to answer such questions raised. In the event that questions posed were not answered by the Board during the general meeting due to time constraints, it is the policy of the Board to have the responses to these questions published on the corporate website as key matters discussed during the general meeting.</p> <p>During the 22nd AGM and EGM held during the financial year, physical general meeting provided an effective and interactive platform of communication between the Board and the shareholders. Sufficient time was allocated for the shareholders attended physically to the general meeting to pose questions to the Board of the Company directly and openly. During the general meeting, all relevant questions (if any) raised in relation to the agendas of the general meeting were answer by the Directors of the Company.</p> <p>With the above initiative by the Board to promote an interactive session with the shareholders to seek clarification or information from the Board during the proceeding of the general meeting, the shareholders were accorded relevant information to cast an informed vote in relation to the proposed resolutions during the general meeting.</p> <p>To facilitate communication between shareholder/potential investor and the Company outside general meeting platform, the contact form in the "Contact Us" section of the Company's website is tailored for investor relation purposes whereby questions are to be routed to and attended by dedicated personnel within the Group in charge of investor relation.</p>

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

Intended Outcome

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

Practice 13.5

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 :	Not applicable – only physical general meetings were conducted in the financial year
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 13.6

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	: Pursuant to the Board Charter , minutes of the general meetings of the Company should be circulated to shareholders or published on the corporate website of the Company no later than 30 business days after the general meeting while key matters discussed during AGM shall be published on the corporate website of the Company within thirty (30) day from the date of the AGM concluded. The minutes of the meeting of the 22nd AGM and EGM, both held on 26 June 2024 were uploaded to the “Annual General Meeting” section of the “Investor Relations” of the Company’s website at www.ornapaper.com within 30 days from the date of AGM held. There was no relevant and pertinent question raised by shareholder in relation to the agendas of the general meeting during the proceedings of the AGM and EGM held.
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
PERSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA
MALAYSIA**

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

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