

CORPORATE GOVERNANCE REPORT

STOCK CODE : 1724
COMPANY NAME : Paramount Corporation 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>Board Responsibilities</p> <p>The Board is collectively responsible for the overall corporate governance of the Company and the strategic direction of the Group. Although the Board confers some of its authorities to the Board Committees and delegates the day-to-day management of the Group's business operations to the management team, it reserves for its decision significant matters, such as the following, to ensure that the direction and control of the Group is firmly in its hand:</p> <ul style="list-style-type: none">• Strategic planning• Annual budgets and performance reviews• Financial reporting• Material acquisition and disposal of assets• Major capital expenditure and material investments• Fund raising activities• Corporate governance policies• Announcements to Bursa Malaysia Securities Berhad (Bursa Securities)• Dividend payments• Changes in the Board composition and principal officers• Board remuneration and succession plan <p>Activities of the Board in the financial year ended 31 December 2024 (FY2024)</p> <p>In discharging its fiduciary duties and leadership function, the Board exercised oversight on the Group's businesses and affairs through the following activities, amongst others, that were carried out by the Board in FY2024:</p> <ul style="list-style-type: none">• Provided strategic guidance to management

	<ul style="list-style-type: none"> • Monitored the implementation of strategic initiatives and management’s performance in meeting the growth targets set out in the Group’s Strategic Plan for 2020 to 2025 • Reviewed and approved the Group’s 2024 Budget and Business Plan, and monitored operational performance against the budget • Reviewed the benchmarking of fees for Directors and Board Committees • Revised the composition of the Board Risk Management Committee (BRMC) for rotation of duties • Reviewed and approved management’s proposals on real estate investments • Approved incentive payments to key employees pursuant to the Company’s Incentive Plan • Reviewed and approved the acquisition of 517,000 ordinary shares in ECO World International Berhad (EWI) representing approximately 21.54% equity interest in EWI by Flexsis Sdn Bhd, a wholly-owned subsidiary of the Company, for a total cash consideration of RM170,610,000.00 • Established an unrated Islamic medium term notes Sukuk Wakalah Programme of up to RM1.0 billion in nominal value for issuance of Sustainability-Linked Sukuk Wakalah • Approved the allotment of 44,662 ordinary shares in Paramount at the issue price of RM1.79 per share from the exercise of Paramount warrants before the expiry of the Company’s warrants 2019/2024 on 26 July 2024 • Approved the issuance of RM150.0 million Sukuk Wakalah under the Sukuk Wakalah Programme • Reviewed and approved the acquisition by a subsidiary of the Company of the land and property along Jalan U-Thant, Kuala Lumpur, Negeri Wilayah Persekutuan known as Brunfield Residence at a total cash consideration of RM145,000,000.00 • Reviewed and approved the Group’s 2025 Budget and Business Plan • Approved the payment of a single-tier second interim dividend of 4.0 sen per share for the financial year ended 31 December 2023 (FY2023), and a single-tier interim dividend of 3.0 sen per share and a single-tier second interim of 3.0 sen per share for FY2024 • Monitored the progress of the Group’s corporate and business proposals carried forward to FY2024 • Tracked the Company’s level of conformance with the Malaysian Code on Corporate Governance (MCCG) • Tracked the environmental, social and governance (ESG) sustainability activities of the Group • Took note of the activities of the four Board Committees from reports and briefings received from the chairpersons of the respective board committees at the board meetings held after each committee meeting • The INEDs met amongst themselves separately without the presence of the EDs, during one of the five Board meetings, to discuss strategic, governance and operational matters relating to the Group
--	--

	<p>Before arriving at its decision on each of the above proposals and exercises, the Board had challenged the reasonableness, accuracy, competitiveness, completeness and feasibility of the assumptions, rationale and justifications presented by management. It had also provided guidance and set parameters within which the proposals should be acted upon by management to ensure the prevalence of good corporate governance for the best interest of the Company.</p> <p>Succession Planning</p> <p>The Board takes a pivotal role in ensuring continuity in leadership at the board and senior management level. For board succession, the Board, through the Nominating Committee (NC), conducts a yearly analysis of the skills matrix of the Directors to ensure that the Board continues to be well-equipped with skills and expertise that are aligned with the Group's strategic direction. The procedural guide for this yearly board succession planning exercise is disclosed in Practice 5.5 of this report.</p> <p>For employees, the Board had, since 2016 and through the Group Human Resource Department, developed a group-wide management succession plan which entails the identification of three levels of successors at different levels of readiness for chief executive officers (CEOs) and senior management positions. The identified successors are required to participate in the STARS (Sustainable Talent Acceleration and Retention Strategy) and LEAP (Leading with Energy and Passion) programmes that are designed to develop the management capabilities and leadership skills of the candidates, and to prepare them for CEOs and senior management roles.</p> <p>In addition, the Group CEO (GCEO) has taken up the scope of mentoring a group of younger senior management staff who are potential key business drivers of the Group, moving forward.</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>Chairman</p> <p>The Board has stipulated in the Board Charter that the Chairman is responsible for the effective leadership, operation and governance of the Board and its relations to shareholders and other stakeholders. To this end, Mr Quah Chek Tin, the Independent Non-Executive Chairman of the Board works with the GCEO, Mr Jeffrey Chew Sun Teong and the Company Secretary to set the agenda for Board meetings, and he ensures timely provision of accurate and relevant information to all Directors prior to the meetings. He leads the Board in all Board discussions, and ensures that all members of the Board continue to contribute effectively to the development of the Company's strategies and policies. To safeguard the integrity of the Board's governance process, the Chairman ensures that no Board member dominates the board discussions at the Board meetings, and allows dissenting views to be freely expressed.</p> <p>The Chairman is also primarily responsible for representing the Board to shareholders and ensuring appropriate steps to provide effective communication with stakeholders so that their views are communicated to the Board as a whole.</p> <p>To further instil the adoption and implementation of good corporate governance, the Chairman stays independent of the decision-making process of the four Board Committees by not being a member of any of these committees nor attend any of the Board Committee meetings. He also ensures that all meetings of the Board and Board Committees are held separately and independently in accordance with the Board Charter and the Terms of Reference of the respective Board Committees. He meets with the chairperson of the four Board Committees at least two times a year to exchange views, knowledge and experiences on the governance of the Group.</p>
Explanation for departure	:	

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

Measure :		
Timeframe :		

Intended Outcome

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

Practice 1.3

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

Application	: Applied
Explanation on application of the practice	<p>Chairman</p> <p>To ensure separation of powers between the Chairman and the GCEO, the position of Chairman is held by Mr Quah Chek Tin, an Independent Non-Executive Director (INED), who is not a member of any of the four Board Committees, namely, the Audit Committee (AC), BRMC, NC and Remuneration Committee (RC). The role and responsibilities of the Chairman are set out in Practice 1.2 of this report.</p> <p>GCEO</p> <p>The position of GCEO is held by Mr Jeffrey Chew Sun Teong who is responsible for the management of the Group's businesses, formulating strategy proposals including annual and medium-term plans on the delivery of such strategies for the Board's consideration. He keeps the Board apprised of the Group's financial and operational performance, and all matters that materially affect the Group.</p> <p>The GCEO leads the management team in ensuring that the Group's businesses deliver long-term value for the Company's shareholders and supports the Group's ESG sustainability agenda. It is also the responsibility of the GCEO to ensure that adequate, well-motivated and incentivised management resources are available, and succession plans for CEOs and senior management as well as business processes are put in place.</p> <p>The GCEO is supported by the Deputy GCEO (DGCEO), who is also an ED of the Company, the Chief Financial Officer (CFO), the Group Human Resource Director (GHRD), CEO of the Property Division (Paramount Property), heads of the strategic business units (SBUs) and other senior management personnel in the management of the day-to-day business operations of the Group.</p> <p>The CGEO also takes on the leadership role to instil the practice of good corporate governance by the Company's subsidiaries and at the management level. He chairs all board meetings of the subsidiaries and the meetings of the five management committees which are held on a quarterly basis or as and when the need arises, with proper minutes recorded on the meeting proceedings.</p>

Management Committees

To promote a holistic adoption of good corporate governance within the Group, five management committees have been established to monitor adherence to the Group's internal control and risk management framework as well as to provide dedicated focus to manage the Group's information technology (IT) infrastructure and sustainability material matters strategically. They are the Executive Risk Management Committee (**ERMC**), the Finance Committee (**FC**), the Sustainability Steering Committee (**SSC**), the Tender Committee (**TC**) and the IT Committee (**ITC**). Their functions, as set out in their respective terms of reference (**TORs**), are as follows:

- **ERMC**

The ERMC comprises the GCEO, DGCEO, CFO, GHRD, CEO of Paramount Property and heads of SBUs. Its primary function is to monitor adherence to the Group's risk management and internal control frameworks, implementation of the risk management action plans identified based on the ISO31000 Enterprise Risk Management methodology, and the business continuity plan for the Group. The ERMC meets on a quarterly basis to review and monitor risk management status reports submitted by the SBUs and head office corporate functions. Thereafter, it submits its report to the BRMC for deliberation on a half-yearly basis.

- **FC**

The FC comprises the GCEO, DGCEO, CFO and finance managers of the SBUs. Its primary function is to monitor the Group's progress in meeting its financial targets (including financial key performance indicators) and business plans, and query the reasons for major deviation, if any, from those targets. It is also the scope of the FC to review and monitor the Group's cash flow, tax position, loan covenant compliances, asset impairment triggers, accounting policies and practices affecting the Group, related party transactions, and the impact of new business transactions and investments on the financial performance of the Group. The FC meets quarterly prior to the tabling of the respective company's financial results to their board of directors. It also convenes separate annual meetings to review annual budgets for the next financial year prior to the submission thereof to the respective company's board for approval.

- **SSC**

The SSC comprises the GCEO, DGCEO, CFO, GHRD and CEO of Paramount Property. The objective of the SSC is to provide collective focus to drive the Group's sustainability matters strategically. Its key functions are (1) to evaluate the Group's sustainability risks and opportunities; (2) to formulate

	<p>sustainability strategies, identify sustainability priorities and commitments, and set sustainability goals and/or targets for the Group; (3) to allocate resources for the execution of sustainability strategies and implementation of sustainability initiatives/projects; and (4) to monitor the progress of those initiatives/projects, and report their effectiveness to the Board. The SSC meets on a quarterly basis to review and monitor reports submitted by the Sustainability Working Group (SWG) which is led by the DGCEO as the designated officer to provide dedicated focus to manage the Group’s sustainability agenda, and submits its report to the Board on a yearly basis.</p> <ul style="list-style-type: none"> • TC <p>The TC comprises the GCEO, DGCEO, CFO, and CEO of Paramount Property. Its primary function is to evaluate and decide on the award of tenders primarily for the purchase and procurement of goods and services that are necessary for the day-to-day business operations of the Group. It is also the responsibility of the TC to develop and continuously improve the tender processes and procedures for the Group. With experience gained from years of operating in different property cycles and economic trends, the TC has put in place a comprehensive and robust set of tender procedures which set out detailed steps for compliance at four stages of the tender process, i.e. (1) pre-tender, (2) tender, (3) evaluation, and (4) approval of award. Authority limits at different stages of the tender process, and selection criteria, based on the tenderers’ pricing, product/service quality, delivery timeliness, financial and manpower capacity, safety and health track record as well as good business conduct are also set out in the tender procedures. The TC meets as and when the operational needs arise, and the frequency ranges between one and two meetings per month.</p> <ul style="list-style-type: none"> • ITC <p>The ITC comprises the GCEO, DGCEO, CFO, GHRD, CEO of Paramount Property. Its primary function is to oversee the establishment of appropriate governance to ensure that the application, management and review of the Group’s IT strategies are consistent with the goals and objectives of the Group. The ITC meets on a quarterly basis to review the development and execution of IT strategies as well as budgets for IT projects.</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>	

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 1.4

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

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>	
Application :	Applied
Explanation on application of the practice :	Mr Quah Chek Tin, the Independent Non-Executive Chairman of the Board, is not a member of any of the four Board Committees of Paramount, namely, the AC, BRMC, NC and RC. He does not and did not attend any meeting of the four Board Committees since his appointment to the Board to enable independent deliberation by the Board Committees on matters brought for their review. This is to ensure there is check and balance as well as objective review by the Board when the same matters are recommended by the Board Committees to the Board for consideration.
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>Company Secretary</p> <p>All Directors have unrestricted access to the Company Secretary, who plays an advisory role to the Board in relation to the Board policies and procedures, compliance with applicable laws, rules and regulations and codes. The Secretary, who is duly certified by the Companies Commission of Malaysia pursuant to the requirements of the Companies Act, 2016, and an Associate Member of the Malaysian Institute of Chartered Secretaries and Administrators with more than 30 years of experience, supports the Board and Board Committees in the discharge of their duties by monitoring the status of adherence to the relevant laws and regulations and conformance with corporate governance best practices. It is also the responsibility of the Secretary to ensure that all information and materials that are required for consideration by the Board and Board Committees are provided to the Directors expeditiously (i.e. at least five business days in advance of the meetings), and that all Board deliberations and decisions are well captured in the minutes and resolutions, and communicated to the respective members of the management team for their necessary action. The duties of the Secretary also include managing the processes pertaining to the Company's Annual General Meetings (AGM) and maintenance of the Group's statutory records. Additionally, the Secretary keeps the Directors updated on new statutory and regulatory requirements, and attends to the sourcing of training programmes for the Directors.</p> <p>The Secretary also assists management in the drafting of internal policies, proposal papers and general announcements to Bursa Securities for Board approval.</p> <p>The Secretary keeps herself abreast of changes or updates to the relevant laws, rules, regulations and corporate governance codes and practices by attending continuous professional training and through self-study and research. She also attends training programmes that are attended by or organised for the Directors for better understanding of the Directors' expectations and concerns, if any.</p>

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

Intended Outcome

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

Practice 1.6

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

Application :	Applied																																																						
Explanation on application of the practice :	<p>Board Operations</p> <p>The Board's activities were mostly conducted at the Board and Board Committee meetings held during the year. The meetings were scheduled in advance before the end of the preceding year to enable the Board members to plan ahead for the meetings. In the intervals between the meetings, matters that required urgent decisions from the Board or the Board Committees were sought through circular resolutions, which were supported by information and explanations required for informed decisions to be made.</p> <p>Formal agendas together with a comprehensive set of meeting papers, consisting of the minutes of the previous meeting, management reports and proposals, were forwarded to the Directors five business days prior to the meetings. Except when abstention from deliberation is required, the Chairman chaired all Board meetings held in the year, and meeting of the Board Committees were chaired by their respective chairpersons who updated the Board on the activities of the committees at the nearest Board meeting. Except when abstention from deliberation is required, all Directors participated actively in the Board deliberations, with no individual or group of individuals dominating the decision-making process of the Board or Board Committees. Deliberations and decisions made at such meetings were recorded in the minutes of the meetings, which were then tabled for confirmation at the next Board or Board Committee meeting.</p> <p>There were five Board meetings held in FY2024 and the Directors' attendance at the Board and Board Committees meeting held in FY2024 were as follows:</p> <table border="1"><thead><tr><th>Director</th><th>Board</th><th>AC</th><th>NC</th><th>RC</th><th>BRMC</th></tr></thead><tbody><tr><td>Quah Chek Tin</td><td>5/5</td><td>-</td><td>-</td><td>-</td><td>-</td></tr><tr><td>Jeffrey Chew Sun Teong</td><td>5/5[#]</td><td>-</td><td>-</td><td>-</td><td>-</td></tr><tr><td>Benjamin Teo Jong Hian</td><td>5/5[#]</td><td>-</td><td>-</td><td>-</td><td>-</td></tr><tr><td>Ong Keng Siew ⁽¹⁾</td><td>5/5</td><td>-</td><td>1/1</td><td>1/1</td><td>2/2</td></tr><tr><td>Quah Poh Keat</td><td>5/5</td><td>5/5</td><td>1/1</td><td></td><td>-</td></tr><tr><td>Fatimah Merican ⁽²⁾</td><td>5/5</td><td>5/5</td><td>1/1</td><td>1/1</td><td>-</td></tr><tr><td>Foong Pik Yee ⁽³⁾</td><td>5/5</td><td>5/5</td><td>-</td><td></td><td>2/2</td></tr><tr><td>Dato' Ong Eng Bin</td><td>5/5</td><td>-</td><td>-</td><td>1/1</td><td>2/2</td></tr></tbody></table>	Director	Board	AC	NC	RC	BRMC	Quah Chek Tin	5/5	-	-	-	-	Jeffrey Chew Sun Teong	5/5 [#]	-	-	-	-	Benjamin Teo Jong Hian	5/5 [#]	-	-	-	-	Ong Keng Siew ⁽¹⁾	5/5	-	1/1	1/1	2/2	Quah Poh Keat	5/5	5/5	1/1		-	Fatimah Merican ⁽²⁾	5/5	5/5	1/1	1/1	-	Foong Pik Yee ⁽³⁾	5/5	5/5	-		2/2	Dato' Ong Eng Bin	5/5	-	-	1/1	2/2
Director	Board	AC	NC	RC	BRMC																																																		
Quah Chek Tin	5/5	-	-	-	-																																																		
Jeffrey Chew Sun Teong	5/5 [#]	-	-	-	-																																																		
Benjamin Teo Jong Hian	5/5 [#]	-	-	-	-																																																		
Ong Keng Siew ⁽¹⁾	5/5	-	1/1	1/1	2/2																																																		
Quah Poh Keat	5/5	5/5	1/1		-																																																		
Fatimah Merican ⁽²⁾	5/5	5/5	1/1	1/1	-																																																		
Foong Pik Yee ⁽³⁾	5/5	5/5	-		2/2																																																		
Dato' Ong Eng Bin	5/5	-	-	1/1	2/2																																																		

	<p>Notes:</p> <p>(1) relinquished the position as chairman of BRMC on 1 March 2024 but remained as a member of BRMC</p> <p>(2) resigned as an INED on 12 March 2025</p> <p>(3) redesignated as the chairman of BRMC on 1 March 2024</p> <p># excluding the separate meeting held among the INEDs without the Executive Directors (EDs)</p> <p>The INEDs met amongst themselves separately without the presence of the EDs, during one of the five Board meetings, to discuss strategic, governance and operational matters relating to the Group.</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

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>Demarcation of Responsibilities</p> <p>In addition to outlining the role and duties of individual Directors, the Board Charter, which was adopted by the Board in 2013 and reviewed once in every three years, provides clear demarcation of responsibilities between the Board, the Board Committees, the Senior INED, the Chairman, and the GCEO. The Board Charter was reviewed and updated by the Board in the 2022 financial year (FY2022) to include new requirements of Bursa Securities and new best practices in the MCCG mainly relating to appointment of directors, independence of the chairman from board committees, and application of the directors' fit and proper policy in the nomination and election of directors, as well as ESG matters.</p> <p>Board</p> <p>The responsibilities and activities of the Board in FY2024, and the decisions reserved for the Board are set out in Practice 1.1 of this report.</p> <p>Board Committees</p> <p>The four Board Committees are entrusted with specific responsibilities to oversee the Group's affairs, with authority to act on behalf of the Board in accordance with their respective TORs as determined by the Board and set out in the Board Charter. Although specific powers are delegated to the Board Committees, the Board continues to keep itself abreast of the actions and decisions taken by each Board Committee through reports by the chairperson of each of the Board Committees at Board meetings.</p> <p>The composition of the Board Committees, their functions and activities in FY2024 are reported below:</p>

- **AC**

Currently, the AC comprises exclusively INEDs, namely Mr Quah Poh Keat (as Chairman), Ms Foong Pik Yee and Dato' Ong Eng Bin.

The primary objective of the AC is to assist the Board in the effective discharge of its fiduciary responsibilities for timely and accurate financial reporting and the development of sound internal controls. The AC Report in Paramount's Annual Report 2024 provides a detailed account of the activities of the AC in FY2024.

- **NC**

Currently, the NC comprises exclusively INEDs, namely Mr Ong Keng Siew who is the Senior INED (as Chairman), Mr Quah Poh Keat and Dato' Ong Eng Bin.

The primary function of the NC is to consider and recommend to the Board new nominees for appointment to the Board, the re-election of Directors, and to assess the independence of INEDs. It also conducts yearly assessment of the effectiveness of the Directors, the Board, the Board Committees, the Chairman and the GCEO in fulfilling their respective duties.

The following activities were carried out by the NC in FY2024:

- Reviewed the outcome of the 2023 Directors' Self and Peer Assessment to assess the performance of individual Directors, the Board, the four Board Committees, the Chairman and the GCEO, that was based on a revamped set of questionnaire that included areas on Fit and Proper and ESG, and to align the assessment to some of the best practices prescribed in Bursa Securities' CG Guide (4th Edition)
- Reviewed the training programmes attended by the Directors, and discussed the Directors' training needs for the ensuing year
- Reviewed the Declaration of Independence signed by all INEDs to reaffirm their status of independence
- Assessed the eligibility of Directors for re-election at the 54th AGM of the Company, taking into consideration compliance with the Directors' Fit and Proper Policy (**DFPP**) of the Company
- Assessed the eligibility of Mr Ong Keng Siew to remain as an INED after having served the Board for more than 9 years
- Reviewed the composition of the Board Committees to ensure even distribution of duties amongst the Directors
- Conducted a yearly analysis of the skills matrix of the Directors to ensure that the Board continues to be well-equipped with skills and expertise that are aligned with the Group's strategic direction and for Board succession purpose
- Conducted a yearly review of the performance of the AC and the term of office and performance of its members

- **RC**

Currently, the RC comprises exclusively INEDs, namely Dato' Ong Eng Bin (as Chairman) and Mr Ong Keng Siew.

The primary function of the RC is to assess and recommend to the Board the remuneration packages of EDs as well as to assess and approve the remuneration packages of the other C-Suite executives to ensure that their remuneration commensurate with their responsibilities and contribution to the Group's performance, and are adequately competitive to retain these key personnel for the future growth of the Group. The RC also recommends to the Board the policy and framework for determining Directors' fees and benefits.

The following activities were carried out by the RC in FY2024:

- Reviewed and recommended to the Board for approval the salary increment for FY2024 and staff bonus and incentive payments for FY2023 performance
- Reviewed the benchmarking of fees for Directors and Board Committees

- **BRMC**

Currently, the BRMC comprises exclusively INEDs, namely Ms Foong Pik Yee (as Chairman) and Mr Ong Keng Siew.

The primary function of the BRMC is to assist the Board in fulfilling its duty to ensure that adequate measures are put in place to address and manage the principal risks of the Group.

The following activities were carried out by the BRMC in FY2024:

- Reviewed the Top Key Risks and emerging risks of the Group as well as monitored the effectiveness of the risk management plans identified by the ERM
- Reviewed and approved the Risk Appetite Statement and Risk Parameter of the Group
- Monitored the implementation progress of the COSO Internal Control Integrated Framework by the Group

Chairman

The duties and responsibilities of the Chairman are set out in Practice 1.2 of this report.

Senior INED

The role of the Senior INED as a sounding board for the Chairman, an intermediary for other Directors, and as the point of contact for

shareholders and other stakeholders is defined in the Board Charter. In addition, the Senior INED of Paramount currently holds the position as Chairman of the NC.

GCEO

The duties and responsibilities of the GCEO are set out in Practice 1.3 of this report.

DGCEO

The DGCEO shall be responsible for the planning, implementation, management and administration of the business activities of Paramount Property, Co-labs Coworking and Dewakan, and the operational as well as financial performance of these businesses. The DGCEO is also the designated officer within management to provide dedicated focus to drive and manage the Group's ESG sustainability agenda.

Directors' Continuing Development Programme

The Board Charter also requires all Directors to attend continuing development programmes to keep themselves abreast of regulatory changes pertaining to the functions of the Board as well as to be updated on relevant technical and industry related matters.

The Secretary, acting under the instruction of the NC, compiles training programmes that are available to the Directors for their selection. The Secretary also attends to internally organised training programmes whereby industry and subject matter experts are invited to update the Directors on industry related matters and share insights about the latest economic and industry outlook as well as market trends. In addition, the Secretary, the CFO and the external auditors update the Board on changes and amendments to legislative and regulatory provisions, where applicable.

In FY2024, all Directors of Paramount have attended training programmes on a wide range of topics, which included but were not limited to the following:

Corporate Governance/Legal & Regulatory Updates

- Conflict of interest (**COI**) and governance of COI by Bursa Malaysia Berhad (Bursa Malaysia)
- Audit Oversight Board conversation with Audit Committee by the Securities Commission of Malaysia (**SC**) *
- Invitation Board Ethics: Growing concerns from new technology, stakeholder interests & COI by Institute of Corporate Directors Malaysia (**ICDM**)
- Navigating through red flags in corporate governance by Bursa Malaysia *

- Climate governance 101 – A board’s guide to effective oversight by ICDM *
- The role of the Audit Committee in building trust by Deloitte Global Boardroom *
- Strategic data and framework in board governance by the Asian Institute of Chartered Bankers (**AICB**) *

Finance and Risk Management

- 2025 Budget by PricewaterhouseCoopers (**PwC**)*
- Cyber security awareness by Firmus Sdn Bhd
- ICDM Power Talk - Future proofing Malaysian businesses: Navigating cyber-threats in the age of Artificial Intelligence (**AI**) by ICDM*
- Navigating capital gain tax by KPMG *
- Tax digitalisation in action: Landscape of e-Invoicing in Malaysia by KPMG *
- Navigating cyber threats in the AI and striving in a high risk landscape by ICDM *
- KPMG Board Leadership Center Exclusive - Cybersecurity oversight: Board responsibilities in light of the Cyber Security Act 2024
- Budget 2025 by AICB and Ernst & Young *

Leadership and Strategy Management

- Asia Pacific Board Leadership Center - Geopolitical risks and the strategic imperatives for Boards and C-Suite by KPMG Board Leadership Center *

ESG

- Sustainable Sustainability - Why ESG is not enough by Iclif Executive Education Centre (**ICLIF**) *
- The risk landscape: Navigating climate transition risks in a circular economy by ASPAC Board Leadership Centre/KMPG *
- Climate change: Climate impact and how to manage climate risk by Companies Commission of Malaysia
- Bursa Malaysia Mandatory Accreditation Programme (**MAP**) Part II - Leading for impact by ICDM
- Roundtable discussion on electric vehicle ecosystem in collaboration with Malaysia Automotive Robotics & Internet of Things by SC
- Sustainable finance leadership by the Chartered Institute of Management Accountants *
- ESG matters @ the Association of Chartered Certified Accountants (**ACCA**): Applying IFRS Sustainability Disclosures Standards (ISSB S1 & S2) by ACCA *
- Directors’ Masterclass Series 2024 - Biodiversity Matters: Leveraging nature’s wealth for business sustainability by Climate Governance Malaysia (**CGM**) *

	<ul style="list-style-type: none"> ○ How the new EU Deforestation Regulation affects your business by KPMG Law Asia Pacific * ○ ESG Disclosures: Improving the quality of ECG data and its impact by Securities Industry Development Corporation (SIDC) * ○ Directors’ Masterclass Series 2024 - Navigating climate risks: Investor priorities by CGM * ○ Environmental, social and governance - Navigating climate-related financial disclosures by EY ESG Assurance Malaysia * ○ Building sustainability creditability: Assurance, greenwashing and the rise of green-hushing by Bursa Malaysia * ○ International Sustainability Conference by the Asia School of Business (ASB) * ○ Ethical Finance ASEAN 2024: Financing energy transition by AICB * ○ KPMG Symposium: Beyond ESG by KPMG ○ Carbon tracker initiative planet tracker by the Global Ethical Finance Initiative <p><u>Economic, Industry and Market Trends</u></p> <ul style="list-style-type: none"> ○ The latest global trends by Citibank, Hong Kong ○ Brand building and corporate entrepreneurship by China Market Research Group ○ Workshop on Affordable Housing II Report by Real Estate and Housing Developers Association (REHDA Institute) ○ P2P Roundtable Discussion 2024 by SC ○ Stakeholders branding workshop – Branding realignment review project for Bangunan Asian Institute of Chartered Bankers by AICB ○ Regional Housing Conference 2024 by REHDA Institute ○ SC – Credit Guarantee Corporation (CGC) Intermediary Dialogue by SC and CGC ○ Financial Institute Directors Education (FIDE) Core Module B – Digital Bank by ASB ○ 35th Palm & Lauric Oils Price Outlook Conference & Exhibition by Bursa Malaysia Derivatives Berhad ○ 3rd REHDA Selangor Housing Convention 2024 ○ Regional Housing Conference 2024 by REHDA Institute * ○ Gender Action Lab Malaysia Summit 2024 by UN Women/LeadWomen * ○ APAC EI Summit 2024 by LeadWomen * ○ Women on Boards Network (WoBN) Summit by LeadWomen/WoBN * ○ Empowering Bankers CPD – Beyond the vault: Protecting your bank’s digital assets in the age of cyber threats by AICB * ○ Financier Services Operations Insurance Forum 2024, MFRS17 adoption and takeaways by EY * ○ 2024 Bank Negara Malaysia Governor’s address on the Malaysia economy and panel discussion by the Malaysian Economic Association
--	---

	<p>In assessing the training needs of the Directors, the NC had agreed that the above topics were all relevant and useful in providing the Board with a broad range of information to facilitate informed decision-making.</p> <p>The Board Charter and the TORs of all four Board Committee are available on Paramount’s website at www.pcb.my.</p> <p>Note: * refers to training programmes attended by members of the AC in conformance with Practice 9.5 of this report.</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 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>Promotion of Good Business Conduct</p> <ul style="list-style-type: none">• Directors' Code of Ethics and Code of Business Conduct & Ethics <p>Paramount has adopted a Directors' Code of Ethics and a Code of Business Conduct & Ethics to ensure that high standards of governance, ethical, prudent and professional behaviour are embedded in the Board's activities and management practices across the Group. The Directors' Code of Ethics was updated in FY2024 mainly to reflect amendments to the MMLR in relation to COI and some minor amendments for consistency in wordings with the other policies of the Company.</p> <ul style="list-style-type: none">• Related Party Transactions (RPT) <p>The Directors of the Company, all subsidiary and associate companies also adhere to the practice of declaring their interests, if any, in related parties transactions, and abstain from deliberation and voting on all transactions in which they have an interest.</p> <p>All contractors and suppliers of the Group are required to declare their interests, if any, as related parties to the Group at the pre-qualification stage, and re-confirm their status at the contract award stage.</p> <p>All RPTs are subject to the prior approval of the AC, and the Internal Audit Department (IAD) verifies whether the terms of the RPTs are fair and at arm's length before any submission thereof to the AC for its consideration. IAD is also required to highlight to the AC should there be any non-adherence to the procedure put in place to monitor RPTs. All on-going recurrent RPTs are submitted to the AC for its review on a quarterly basis.</p>

Except as disclosed in Note 38 to the audited financial statements of the Company for FY2024, there were no RPTs involving the Directors in FY2024 and during the period from 1 January 2025 up to the last practical date for the publication of this report. The procedure by which RPTs are conducted and monitored is disclosed in the Board Policies section of the Company's website at www.pcb.my.

- **COI**

A comprehensive framework to identify, evaluate, approve, report and monitor COIs was established in August 2023 for better governance and accountability in relation to COI situations. All directors, key senior management as well as staff who are involved in the tender evaluation process of the Group are required to sign, at the beginning of each financial year, a confirmation on avoidance of COI and commitment to declare immediately to the Board if there are any COIs or potential COIs involving them. The IAD verifies the status of COIs and reports to the AC on a quarterly basis. The AC had reviewed the joint report on COIs from the Secretary and IAD, and noted from the report that the Group had not come across any incidence of COI in FY2024.

The NC also takes into account COI considerations when evaluating the eligibility of directors standing for election/re-election at AGMs as well as the nomination of new directors to the Board.

- **ABC Policy**

To reinforce Paramount's zero tolerance approach to bribery and corruption, the Board had adopted an ABC Policy in 2020. A set of ABC Guidelines was also disseminated to all Directors and employees, and training is provided across the Group since 2020 to create awareness of Paramount's stance on bribery and corruption. The ABC Policy was updated in February 2023 to allow the ABC declaration by all directors and employees of the Group to be made in digital form.

The ABC Policy and an ABC educational multi-media are disseminated to all employees by Group HR via the Employee Awareness Tool platform once a year as a reminder of Paramount's zero tolerance to bribery and corruption, and updates, if any, will be disseminated to the employees via email. Employees who are responsible for the selection of suppliers, contractors, agents and consultants for the Group's businesses are required to extend a copy of the ABC Policy to those stakeholders for acknowledgement of Paramount's stance on bribery and corruption.

- **Insider Dealing Policy**

In efforts to prevent insider trading in the listed securities of Paramount and to maintain the confidentiality of price sensitive information, the Board has adopted an Insider Dealing Policy, providing better clarity to the definition of 'insider trading' and setting the steps that must be

	<p>taken by all Directors and employees to ensure that full disclosure is made pre and post the act of trading during a closed period. The Board is not aware of any incidence of 'insider trading' in FY2024 and during the period from 1 January 2025 to the last practical date for the publication of this report.</p> <p>The Code of Business Conduct & Ethics, the ABC Policy, the Directors' Code of Ethics and the Insider Dealing Policy are available in the Board Policies section of the Company's website at www.pcb.my.</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 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	:	Whistleblowing Policy In promoting a culture of high integrity and greater transparency, the Board has adopted a Whistleblowing Policy which is reviewed once in every three years. It was reviewed and updated in FY2022 with some minor amendments for consistency in wordings with the other Board Policies. This policy provides employees of the Group and stakeholders an avenue to raise concerns regarding suspected fraud, wrongdoings and malpractices without being subject to victimization, harassment or discriminatory treatment. The Whistleblowing Policy, examples of 'reportable activities' under the policy, and the mechanism by which employees and any member of the public can confidently and anonymously voice concerns to the Chairman of the AC at pkquah@pcb.my or the Head of IAD at whistleblower@pcb.my are all disclosed in the Board Policies section of the Company's website at www.pcb.my . The whistleblowing channel did not receive any information on 'reportable activities' in FY2024 and during the period from 1 January 2025 up to the last practical date for the publication of this 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

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

Practice 4.1

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

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board acknowledges the importance of integrating sustainability considerations into the development of the Group's strategic and business plans. The Board had adopted a Sustainability Policy on 31 March 2023, which is published on the Company's website, to give more guidance on its expectations of management's performance in advancing the Company's sustainability agenda.</p> <p>The policy sets out:</p> <ul style="list-style-type: none">a) the roles and responsibilities of the following internal stakeholders for stewardship of the Group's sustainability agenda, namely:<ul style="list-style-type: none">i) The Board, which is the governing body, to provide effective leadership in requiring the integration of sustainability considerations into the business strategies, business plans and decision-making process of the Group. To this end, the Board sets yearly key performance indicator (KPI) targets on ESG for the EDs starting from the 2023 financial year.ii) The SSC as the driving force to ensure that appropriate sustainability considerations are embedded in the long-term strategic plans and mid to immediate term business plans of the Group.iii) The Designated Sustainability Officer (DSO) as the dedicated leader of the SWG, which comprises the DSO and C-Suite officers in the Group's SBUs, to execute the sustainability strategies/plans, and to ensure that sustainability considerations are embedded in the day-to-day business activities of the Group.b) the core pillars of ESG upon which Paramount's sustainability strategies should be anchored.

	c) the code of conduct for the execution and reporting of the Group's sustainability strategies/plans, initiatives and projects.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Company's Sustainability Statement for FY2024 was reviewed by the IAD, and submitted to the SSC for endorsement prior to publication in the Company's Annual Report 2024. A more detailed report is available on the Company's website at www.pcb.my.</p> <p>For effective and timely communication of the Group's progress in advancing its sustainability agenda to all internal and external stakeholders, a dedicated "Sustainability" section has been created on the Company's website where all sustainability statements issued by the Company, including updates, are posted.</p> <p>External articles on topics that are relevant to the Group's sustainability core pillars are sourced by the SWG for sharing with internal stakeholders on the Paramount TRIBE Community portal. The objective is to educate and instil the culture of embracing sustainability considerations at work, and to encourage the creation of innovative products that contribute to the reduction of greenhouse gas emission.</p> <p>The Company has established an unrated Islamic medium term notes programme of up to RM1.0 billion in nominal value based on the Shariah principle of Wakalah Bi Al-Istithmar (Sukuk Wakalah Programme) in FY2024. Paramount issued its first Sustainability-Linked Sukuk Wakalah (SLS) from the Sukuk Wakalah Programme on 13 August 2024 pursuant to its Sustainability-Linked Financing Framework that had received a Gold Impact Assessment by MARC Ratings Berhad. The SLS issuance linking to three sustainability key performance indicators, namely, (1) green building certification; (2) Safety and Health Assessment System in Construction (SHASSIC) certification, and (3) reduction of greenhouse gas emission intensity marked a significant milestone in Paramount's journey towards fulfilling its sustainable development agenda and ensuring that the Company's financial activities support its business goals while contributing positively to environmental and social objectives.</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	:	The Board had, in FY2024, attended various training programmes on ESG (as listed under Practice 2.1 in this report) to stay abreast with and understand the sustainability issues that are relevant to the Group and its businesses.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.4

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

Application	:	Applied	
Explanation on application of the practice	:	The Board had since 2022 required sustainability KPIs to be included in the performance appraisal of the two EDs of the Company from FY2023 onwards.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.5- Step Up

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

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

Application	:	Adopted
Explanation on adoption of the practice	:	<p>The Board had identified Mr Benjamin Teo Jong Hian, the DGCEO, as the DSO since 2022 to provide dedicated leadership to the SWG, which comprises the DSO and C-Suite officers in the Group's SBUs, to execute the sustainability strategies/plans, and to ensure that sustainability considerations are embedded in the day-to-day business activities of the Group.</p> <p>The key functions of the SWG, led by the DSO, are as follows:</p> <ul style="list-style-type: none">i) Identify material sustainability areas, and recommend priorities to the SSC for the formulation of sustainability strategies.ii) Conduct feasibility assessment of sustainability initiatives/projects, and make recommendations to the SSC for consideration.iii) Implement the duly approved sustainability initiatives/projects.iv) Maintain regular communication with external and internal stakeholders to update the Group's sustainability strategies, priorities and targets, where necessary.v) Compile all relevant data for reporting to the authorities and governing bodies, where necessary.

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>Board Assessment</p> <p>The Directors conducted their yearly Self and Peer Assessment in October 2024, and the results were reviewed by the NC in January 2025. The assessment was based on the performance of each of the Directors, the Board as a whole, the four Board Committees, the Chairman and the GCEO. In addition, a separate detailed assessment for the AC was drawn up to evaluate the effectiveness of the AC as a whole and individual AC members in carrying out their duties in accordance with the TOR.</p> <p>Adequacy of the Board mix and composition, the quality of information and decision making, efficiency and integrity of the Board's operations based on the quality of information and decision-making, the Board's working relationship with management, and the Board's efforts on ESG issues were key criteria in the assessment of the Board and Board Committees.</p> <p>The individual Directors were assessed based on the fit and proper criteria, their contribution and performance as well as their calibre and personality.</p> <p>The Chairman was assessed based on his leadership role and his impartiality in overseeing the deliberation and decision-making process of the Board.</p> <p>The assessment of the GCEO was based on his integrity and co-related to the execution of the Group's strategic plans by management and the achievement of performance targets set by the Board including the development of a succession plan for key roles.</p> <p>All Directors, the Board, the Board Committees, the Chairman and the GCEO attained above satisfactory ratings in the 2024 Directors' Self and Peer Assessment exercise. In addition to this assessment, all INEDs were required to sign a Declaration of Independence to re-confirm their status of independence.</p>

	<p>The NC had conducted its evaluation of the eligibility of three Directors, namely, Mr Quah Chek Tin, Mr Ong Keng Siew and Ms Foong Pik Yee for re-election at the forthcoming 55th AGM. The NC had also conducted its evaluation of the eligibility of Mr Ong Keng Siew, who has served as an INED for a term of more than nine years, to continue to act as an INED of the Company until the conclusion of the next AGM, where Mr Ong Keng Siew being the Chairman of the NC had abstained from deliberation and voting on his own evaluation.</p> <p>The NC was satisfied with the evaluation results, and has recommended the abovementioned three Directors for re-election at the AGM, and for Mr Ong Keng Siew, the Senior INED, to continue to act to continue to act as an INED of the Company until the conclusion of the next AGM.</p> <p>The evaluation had taken into account (a) the Self and Peer Assessment results of the three Directors, namely, Mr Quah Chek Tin, Mr Ong Keng Siew and Ms Foong Pik Yee who had attained above satisfactory ratings; and (b) the time commitment of all the three Directors to discharge their duties effectively on the Board and Board Committees on which they serve. In addition, all of the abovementioned Directors had declared their compliance with the Company's DFPP, as part of the assessment of their eligibility for re-election as a Director of the Company at the AGM.</p>	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.2

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

Application	:	Applied	
Explanation on application of the practice	:	Percentage of INEDs The current composition of 71% INEDs (i.e. five INEDs out of a total of seven Directors) on the Board of Paramount provides independent judgement to the Board's decisions.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.3

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

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

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	Tenure of INEDs The Board has, as stipulated in the Board Charter, adopted the approach of seeking shareholders' approval (without any two-tier voting) at the Company's AGMs for all INEDs who have served the Company for more than nine years to remain in office as an INED on an annual basis up to the 12 th year, after which time, they will not be eligible for re-election and their tenure shall expire at the nearest AGM. The Board has adopted the alternative approach of limiting the tenure of directorship for INEDs to 12 years, after which time, they will not be eligible for re-election and their tenure shall expire as the nearest AGM. The above approach is simpler and more straight forward without any ambiguity or uncertainty on the position of INEDs in the Company.
<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

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>Board Diversity</p> <p>The current Board composition of Paramount reflects diversity in expertise, experience and background, and this provides objectivity to the Board's decision-making process. The wealth of experience of the Board members in property development, finance, banking, marketing, and management allows for effective oversight of the Group's businesses based on diverse perspectives and insights. The profiles of the current Board members are set out in the Company's Annual Report 2024.</p> <p>A copy of the Boardroom Diversity Policy is available in the Board Policies section of the Company's website at www.pcb.my.</p> <p>Board Assessment</p> <p>Paramount Group also adheres to the practice of non-discrimination, and ensures that the selection of a candidate for directorship or employment is based on merit, in the context of skills and experience. In assessing and selecting new candidates, attributes such as character, integrity, competence, experience and a commitment to serve the Group with diligence are highly regarded by Paramount.</p> <p>For the position of ED, further consideration will be given to the candidate's skills, knowledge and expertise whilst an INED will be evaluated based on the 'independent' test, as stipulated in the MMLR of Bursa Securities, and the candidate's ability to discharge such responsibilities including time commitment as are expected of an independent director. In making its recommendations to the Board, the NC also assesses the Board structure, as a whole, to ensure that the desired skills and diversity matrix is relevant to the Group's strategic direction.</p>

For FY2024, the NC was satisfied with the outcome of its assessment of the current Directors based on the above parameters as well as the time commitment of the Directors based on their attendance at the Board and Board Committee meetings held in the year.

Board Appointment

The NC is entrusted with the duty of identifying, assessing and nominating candidates to fill Board vacancies as and when they arise and for succession planning. To perform this duty, the NC has formulated a procedural guide for the identification, assessment and selection of Board candidates, the details of which are as follows:

Step	To be conducted by the NC on a yearly basis
1.	Identify the key responsibilities of the Board over a five-year horizon.
2.	Identify the talent needs of the Board in order to fulfil those key responsibilities.
3.	Match the existing talent-mix of the Board against the above talent needs.
4.	Identify the talent gaps. If there are gaps, proceed to the next Step. If there are no gaps, conclude the exercise with a report to the Board that no further action is needed during the year for board succession.
5.	Identify talent sources (both internal and external) to fill those gaps.
6.	Consider whether other areas of diversity such as gender, age, nationality or ethnicity are needed.
7.	Submit a recruitment proposal to the Board for its approval. Ensure that the proposal is in line with the Board Charter.
8.	Upon receipt of the Board’s approval, proceed to engage with the talent source(s) for the identification, assessment and selection of suitable candidates.
9.	Upon completion of the selection process, nominate suitable candidates to the Board for its consideration.
Allocate a reasonable timeline of six months for the completion of Step 1 to Step 9.	

Further details on the Self and Peer Assessment of Directors are also set out in Practice 6.1 of this report.

Explanation for departure :

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

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.6

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>Appointment of new Directors</p> <p>The NC leverages on the Directors' wide network of professional and business contacts as well as external talent consultants as the main sources for Board candidacies, and its recommendations are generally based on its assessment of the expertise, skills and attributes of the current Board members and the needs of the Board, taking into account the diversity approaches set out in the Boardroom Diversity Policy, the Group's future business direction, the tenure of service, contribution and the commitment of each Board member whilst supporting healthy Board rejuvenation.</p> <p>The nomination process would involve the following stages:</p> <ul style="list-style-type: none">• Identifying the candidates• Evaluate the suitability of the candidates• Get to know the candidates via interviews• Final deliberation by the NC• Recommendation to the Board <p>In its assessment of the candidates, the NC engages in conversations with the candidates, during the interviews, to evaluate the candidates' understanding of the duties of a director and knowledge of the MCCG, their level of practical wisdom and good judgement in knowing the fine line between governance and management oversight, and whether they have any potential conflict of interest with the Paramount Group.</p> <p>Since the adoption of the DFPP in June 2022, the NC had required that new Board candidates be subject to a fit and proper screening by an external service provider prior to any appointment to the Board.</p>
Explanation for departure	:	

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

Intended Outcome

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	:	A statement to support (a) the proposed re-election of Mr Quah Chek Tin, Mr Ong Keng Siew and Ms Foong Pik Yee as Directors of the Company at the 55 th AGM; and (b) the proposal of Mr Ong Keng Siew, the Senior INED, to continue to act as an INED of the Company until the conclusion of the next AGM is stated in the Re-election of Directors section of the Corporate Governance Overview Statement in Paramount's Annual Report 2024.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.8

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

Application	:	Applied	
Explanation on application of the practice	:	<p>Chairman of the NC</p> <p>The NC is chaired by Mr Ong Keng Siew who is the Senior INED of Paramount, and he is entrusted to:</p> <ul style="list-style-type: none"> • lead the succession planning and appointment of Directors, and oversee the development of a diverse pipeline for Board and management succession; and • lead the annual review of Board effectiveness, ensuring that the performance of each individual Director and Chairman of the Board are independently assessed. 	
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 5.9

The board comprises at least 30% women directors.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Company had 33.3% women directors from 1 July 2020 to 31 August 2022, but the percentage had reduced to 14% after the departure of two women directors during the period from 1 September 2022 to 12 March 2025.	
		The Board will continue its efforts to identify suitable female candidates to reinstate the representation to 30%.	
<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

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>Gender Diversity</p> <p>The Paramount Group adheres to the practice of non-discrimination with regard to gender, and ensures that the selection of a candidate for directorship or employment is based on merit, in the context of skills and experience.</p> <p>As at 31 March 2025, women constituted approximately 48.45% of the Group's total workforce of 516 employees, and 50.28 % of managerial positions were held by women employees.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 6.1

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

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>Yearly Self and Peer Assessment of Directors</p> <p>The Directors conducted their yearly Self and Peer Assessment in October 2024, and the results were reviewed by the NC in January 2025. The assessment was based on the performance of each of the Directors, the Board as a whole, the four Board Committees, the Chairman and the GCEO. In addition, a separate detailed assessment for the AC was drawn up to evaluate the effectiveness of the AC as a whole and individual AC members in carrying out their duties in accordance with the TOR.</p> <p>Adequacy of the Board mix and composition, the quality of information and decision making, efficiency and integrity of the Board's operations based on the quality of information and decision-making, the Board's working relationship with management, and the Board's efforts on ESG issues were key criteria in the assessment of the Board and Board Committees.</p> <p>The individual Directors were assessed based on the fit and proper criteria, their contribution and performance as well as their calibre and personality.</p> <p>The Chairman was assessed based on his leadership role and his impartiality in overseeing the deliberation and decision-making process of the Board.</p> <p>The assessment of the GCEO was based on his integrity and co-related to the execution of the Group's strategic plans by management and the achievement of performance targets set by the Board including the development of a succession plan for key roles.</p>

	All Directors, the Board, the Board Committees, the Chairman and the GCEO attained above satisfactory ratings in the 2024 Directors' Self and Peer Assessment exercise. In addition to this assessment, all INEDs were required to sign a Declaration of Independence to re-confirm their status of independence.	
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 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>Remuneration of Directors</p> <p>The Board had, since 2014, adopted a Board Remuneration Policy that sets out the manner in which the remuneration of Directors is determined. The policy is reviewed by the RC and the Board once in every three years. An excerpt of the Remuneration Policy is available in the Board Policies section of the Company's website at www.pcb.my.</p> <p>The Directors are entitled to Directors' fees and Board Committee fees (where applicable), which are benchmarked, once in every three years, against fees paid by comparable public listed companies in Malaysia.</p> <p>In reviewing the benchmarking of fees for Directors and Board Committees and taking into consideration that the last fee increment was in 2021, the Board had, upon the recommendation of the RC, proposed a 20% fee increment for the Directors and Board Committees with effect from FY2024, which was within the aggregate amount of fees not exceeding RM1,500,000.00 approved by the Company's shareholders at the 54th AGM held on 6 June 2024.</p> <p>Paramount has, since 2020, adopted the practice of seeking shareholders' prior approval, at the AGMs, for the payment of Directors and Board Committee fees up to a certain amount for a 12-month period after the AGM. An aggregate amount of fees not exceeding RM1,500,000.00 for the 12-month period from 1 July 2025 to 30 June 2026 had been proposed for shareholders' approval at the forthcoming 55th AGM.</p>

	<p>A detailed disclosure of the Directors' current remuneration on a named basis is reported in Practice 8.1 of this report.</p> <p>Remuneration of Key Senior Management (KSM)</p> <p>The Group also has in place an established procedure to determine and approve the remuneration of EDs and C-Suite executives. This procedure includes the Board's approval of salary increments and incentives payments to the EDs as well as the overall average salary increments and bonus payments to all other employees of the Group based on the recommendation of the RC, which is tasked to review management's proposals on increments, incentives and bonuses. The Group's performance, prevailing market conditions, the level of responsibility, performance and contribution of the employees to the Group's performance and long-term objectives are key considerations in the determination of salary increments, incentives and bonuses.</p> <p>Salary increments of the KSM are also benchmarked against market and industry trends whilst bonuses are designed to encourage and reward them for their achievement and betterment of challenging financial and business targets, set in the annual budget adopted by the Board at the beginning of each financial year.</p>	
<p>Explanation for departure</p>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure</p>	:	
<p>Timeframe</p>	:	

Intended Outcome

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

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

Practice 7.2

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

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

Application	:	Applied
Explanation on application of the practice	:	RC's role in matters relating to remuneration The Board has established the RC to implement the Board Remuneration Policy, and to assess as well as recommend to the Board on matters relating to the remuneration of Directors. The Board has delegated this power to the RC to decide on the remuneration of C-Suite senior managers (excluding EDs). The Company's EDs play no part in any decision on their own remuneration. Details of the RC's functions and activities in FY2024 are provided in Practice 2.1 of this report. The TOR of the RC is attached to the Board Charter that is available in the Corporate Governance section of the Company's website at www.pcb.my .
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 8.1

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

Application :	Applied
Explanation on application of the practice :	

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	Quah Chek Tin	Independent Director	202	7	0	0	0	0	209	202	7	0	0	0	0	209
2	Jeffrey Chew Sun Teong	Executive Director	101	0	2043	2621	120	143	5028	101	0	2043	2621	120	143	5028
3	Benjamin Teo Jong Hian	Executive Director	101	0	771	1310	127	92	2401	101	0	771	1310	127	92	2401
4	Ong Keng Siew	Independent Director	152	11	0	0	0	0	163	152	11	0	0	0	0	163
5	Quah Poh Keat	Independent Director	148	13	0	0	0	0	161	148	13	0	0	0	0	161
6	Fatimah Merican	Independent Director	158	14	0	0	0	0	172	158	14	0	0	0	0	172
7	Foong Pik Yee	Independent Director	143	14	0	0	0	0	157	143	14	0	0	0	0	157
8	Dato' Ong Eng Bin	Independent Director	130	10	0	0	0	0	140	130	10	0	0	0	0	140
9	Input info here	Independent Director	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
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	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	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	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	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	Input info here	Input info here	Input info here	Input info here

Intended Outcome

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

Practice 8.2

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

Application	:	Departure																		
Explanation on application of the practice	:																			
Explanation for departure	:	<p>Remuneration of the top five KSM</p> <p>The remuneration of the top five KSM are disclosed on an aggregate basis rather than on a named basis due to the commercial sensitivity of such information for some KSM positions that may give rise to recruitment and talent retention issues.</p> <p>As an alternative, the salaries, bonuses and benefits in-kind of the Group's top five KSM are disclosed herein on an aggregate basis:</p> <table border="1"> <thead> <tr> <th>KSM</th> <th>Salary (RM)</th> <th>Bonus (RM)</th> <th>Benefits in kind (RM)</th> <th>Other emoluments (RM)</th> </tr> </thead> <tbody> <tr> <td colspan="5">GROUP</td> </tr> <tr> <td>In aggregate (including the two EDs whose detailed disclosure is provided in Practice 8.1 of this report)</td> <td>4,909,176</td> <td>5,596,976</td> <td>247,200</td> <td>446,791.71</td> </tr> </tbody> </table> <p>Salary increments of the KSM are benchmarked against market and industry trends whilst bonuses are designed to encourage and reward them for their achievement and betterment of challenging financial and business targets, set in the annual budget adopted by the Board at the beginning of each financial year.</p>				KSM	Salary (RM)	Bonus (RM)	Benefits in kind (RM)	Other emoluments (RM)	GROUP					In aggregate (including the two EDs whose detailed disclosure is provided in Practice 8.1 of this report)	4,909,176	5,596,976	247,200	446,791.71
KSM	Salary (RM)	Bonus (RM)	Benefits in kind (RM)	Other emoluments (RM)																
GROUP																				
In aggregate (including the two EDs whose detailed disclosure is provided in Practice 8.1 of this report)	4,909,176	5,596,976	247,200	446,791.71																

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

Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
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.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
2	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
3	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
4	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
5	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.

Intended Outcome

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

Practice 8.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.1

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

Application	:	Applied	
Explanation on application of the practice	:	Independence of the AC The AC of Paramount comprises entirely INEDs, and is led by Mr Quah Poh Keat who is not a Chairman of the Board or any other Board Committee. This composition reinforces the independence of the AC.	
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>Independence of the AC</p> <p>Paramount has never appointed any former audit partner of its external auditors as a Director of the Company. The TOR of the AC also require a former key audit partner of the Company’s external auditors to observe a cooling-off period of at least three years before being appointed to the AC, should there be any such appointment.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>Evaluation of external auditors by the AC</p> <p>The AC conducts a yearly assessment of the suitability, objectivity and independence of the external auditors, prior to the submission of any recommendation to the Board on the re-appointment of the auditors for the ensuing year. The suitability of the external auditors is conducted through a questionnaire with feedback from the CFO and the finance teams within the Group on the professional conduct, performance, skills, knowledge, experience, manpower strength, quality control in audit reviews and timeliness of the auditors in conducting the audit of the Group. The external auditors are also required to present the firm's Annual Transparency Report and apprised the AC on issues highlighted in the Audit Oversight Board report on the firm as well as pending remedial actions, if any. In assessing the independence of the external auditors, a written confirmation is required from the external auditors on their independence and their assurance that no incidence of COI will arise from their provision of any non-audit services to the Group to safeguard the quality and reliability of audited financial statements. The AC also considers whether the fees payable to the external auditors commensurate with the extent of the audit and non-audit services rendered to the Group.</p> <p>The AC also discusses with the external auditors before the commencement of each audit, the scope of the audit, the areas of audit emphasis with reference to compliance with the applicable accounting standards in Malaysia, the resource capacity of the auditors, the terms of engagement of the auditors, and the proposed audit fees for the year. Upon conclusion of the audit, the AC meets with the external auditors together with management to review the Company's financial statements and to discuss the key audit matters highlighted by the auditors. Another two meetings are held in a year without the presence of executive Board members and management to discuss concerns that the external auditors may have arising from the audit. Significant concerns are communicated to management for remedial actions and highlighted to the Board for its attention.</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 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted
Explanation on adoption of the practice	:	Independence of the AC The AC of Paramount comprises entirely INEDs, and is led by Mr Quah Poh Keat who is not a Chairman of the Board or any other Board Committee. This composition reinforces the independence of the AC.

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>Composition & Effectiveness of the AC</p> <p>Two out of the three members of the AC, namely, Mr Quah Poh Keat and Ms Foong Pik Yee, are members of professional accounting bodies and Mr Quah is a member of the Malaysian Institute of Accountants. Two out the three AC members, namely, Ms Foong Pik Yee and Dato' Ong Eng Bin were top executives of financial institutions. Their qualifications and extensive experience in the area of financial reporting and management of internal controls provide assurance to the Board that the committee is well equipped with the necessary expertise and skills to oversee the financial reporting processes of the Company and the internal control governance of the Group.</p> <p>In FY2024, all members of the AC attended a wide range of training programmes (as indicated with an asterisk* in Practice 2.1 of this report) to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules as well as in other relevant areas.</p> <p>AC's Review of Financial Reporting by Management</p> <p>The Group's quarterly reports to Bursa Securities and the Company's financial statements for each financial year are reviewed by the AC before submission to the Board for approval. The AC requires management to disclose all relevant financial and operational information that is needed by the committee to facilitate this review. The AC also assists the Board in monitoring management's performance through a set of financial KPIs that are tabled for review and deliberation at the quarterly AC meetings held in a year. The external auditors are invited to attend all such meetings to ensure that the</p>

	auditors are kept informed of the committee's views and concerns, if any, with regard to the Group's financial matters.	
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>Risk Management and Internal Control Framework</p> <p>In 2015, the Group upgraded its risk management framework by adopting the ISO 31000:2009 Enterprise Risk Management (ERM) methodology. The initial stage of the upgrade involved the formulation of a set of Risk Parameters and a Risk Appetite Statement that define Paramount's approach in mitigating the various risks that are inherent to the Group's businesses. Subsequently in 2017, Key Risk Indicators were introduced for better tracking of the effectiveness of the control measures and risk management plans that were identified and implemented by management.</p> <p>During the year under review, the Board, through the BRMC, continued to monitor the Group's risk exposure, and was regularly updated on the implementation progress of the risk management plans to mitigate those risks based on the ISO 31000:2018 ERM methodology. The reporting process involves the monthly monitoring of the risk status by the risk owners in the SBUs, who submit their findings to the ERMIC on a quarterly basis. The ERMIC, in turn, submits its report to the BRMC on a half-yearly basis.</p> <p>The identified key risks were grouped into eight categories, namely strategic, operational, finance-related, compliance, reputational, cyber security, bribery and corruption, and sustainability. A detailed account of such risks is provided in the Statement on Risk Management and Internal Control in the Company's Annual Report 2024.</p> <p>To further enhance the Group's system of internal controls, the Board had, since 2019, based on the recommendation of the AC, upgraded the Group's internal control framework by adopting the methodologies prescribed in the COSO Internal Control Integrated Framework. The reporting process involves annual monitoring of the implementation progress of the framework by the ERMIC which, in turn, submits its report to the BRMC.</p>

IT Governance

Although the Group does not have a high degree of dependence on IT for its day-to-day business activities, the Board recognises the need to put in place an IT governance structure to address risks that are IT-related, particularly cyber security risk. Hence, the ITC, set up at the management level since 2019, continues to monitor the Group's IT infrastructure and cyber security measures. The Group has put in place the following cyber security control measures to mitigate this risk:

- Established IT security policies and procedures based on relevant data security standards and industry best practices
- Strengthened access management to all systems under the purview of the Group
- Deployed cyber security monitoring tools to trace potential intrusion by unauthorised users
- Installed robust firewall and intrusion prevention mechanism to the Group's IT infrastructure

The Group continues to review and assess the adequacy of such measures and will keep abreast of the latest IT security landscape to enhance the measures to mitigate this risk. Continuous education is also provided to the Group's employees on cyber security risk, threats, and trends.

Disaster Recovery Management is a part of managing the Group's cyber security risk. Having a resilient IT eco-system is crucial for the Group's business continuity of key operations in the event of a natural disaster or technology breakdown such as fires, floods, earthquakes, major equipment failures, cyber-attacks and virus outbreaks.

The IT Shared Services Group (**ITSSG**) reports its findings and recommendations to the ITC on a quarterly basis, and to the Board on an annual basis.

The following activities were carried out by ITSSG in FY2024:

Cyber security

i) A total of six applications were put in place to enhance resilience against cyber-attacks i.e., (1) network security; (2) multi-factor authentication; (3) endpoint security; (4) vulnerability assessment and penetration testing (Pentest); (5) cyber security education; and (6) Digital policy.

ii) Cyber security assessment activities i.e., compromise assessment, wireless security assessment; web application security assessment; and source code security review.

	<p><u>Disruption</u></p> <p>i) Developed an incident management process covering identification, investigation, response and escalation, containment, recovery and post analysis to manage any IT disruption.</p> <p><u>Disaster recovery (DR)</u></p> <p>i) Performed the annual DR drill on the core IT systems of the Group.</p> <p>ii) Put in place applications or solutions to address DR for the Group's core IT systems.</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

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	:	Risk Management and Internal Control Framework The features of the Group’s risk management and internal control framework, and the adequacy and effectiveness of the framework are disclosed in the Statement on Risk Management and Internal Control in the Company’s Annual Report 2024.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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	:	Composition and functions of the BRMC The Board has established the BRMC, which currently comprises exclusively two INEDs, to oversee the Company's risk management framework and policies. The functions of the BRMC are set out in its TOR and summarised in Practice 2.1 of this report. The TOR of the BRMC is attached to the Board Charter that is available in the Board Policies section of the Company's website at www.pcb.my .

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>Oversight of the internal audit function by the AC</p> <p>The AC has direct and full access to the IAD to ensure effective oversight of the Company's internal audit function, which plays an important role in testing the adequacy and integrity of the Group's internal control system. The Head of IAD reports functionally to the AC, and administratively to the GCEO. His/her appointment to or removal from the said position is subject to the approval of the AC. The performance of IAD is also evaluated by the AC annually. The AC also reviews the internal audit plans and approves the budget for the internal audit function to ensure that IAD has adequate and quality resources to execute its plans effectively. Internal audit reports are submitted by IAD to the AC for review on a quarterly basis, and management is required to ensure that corrective measures are taken to address the internal audit issues within the agreed timeline.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Companies 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>Independence and strength of IAD</p> <p>Paramount’s IAD is independent of operations and reports functionally to the AC and administratively to the GCEO. It is led by Mr Wong Ket Keong who is a Certified Internal Auditor of the Institute of Internal Auditors (USA), a member of the Malaysia Institute of Accountants, and a fellow of the Association of Chartered Certified Accountants (UK), and supported by four staff who are members of relevant professional bodies. The internal auditors are encouraged to continuously enhance their knowledge, skills and competencies through a combination of external and in-house training.</p> <p>The primary responsibility of IAD is to provide reasonable assurance to the AC on the effectiveness of the governance, risk management and internal control processes within the Group. Effective from FY2023, the IAD has also expanded its scope of work to include performing internal review of the Company’s Sustainability Statement before publication.</p> <p>All internal audit activities of the Group are guided by the International Professional Practices Framework issued by the Institute of Internal Auditors, the Internal Audit Charter as well as policies and procedures of the Group. An annual risk-based internal audit plan is presented by IAD to the AC for approval after having reviewed the adequacy of the scope, functions and resources of IAD as well as the competency of the internal auditors. IAD adopts a risk-based approach and prepares its plan based on the risk profiles of the auditable units in alignment with the strategic objectives of the Group.</p>
Explanation for departure	:	

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

Measure :		
Timeframe :		

Intended Outcome

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>Communication with stakeholders</p> <p>The Company is committed to maintaining on-going communication across its entire shareholder base, whether institutional investors, private or employee shareholders. This is achieved principally through annual and quarterly reports to Bursa Securities, the Company's AGM and timely dissemination of information on significant company developments and price sensitive information in accordance with the MMLR.</p> <p>All general announcements and quarterly results released to Bursa Securities, and presentation slides presented at Investor Relations (IR) and Media Briefing sessions are also available on the Company's website. The Company's website is constantly updated with information pertaining to the Group's business activities and corporate affairs for dissemination to all stakeholders in a timely manner.</p> <p>Additionally, the Company holds scheduled IR and Media Briefings, coinciding with the release of the half-year and full-year results of the Group to Bursa Securities to investment analysts, fund managers and the media. Media briefing is held upon the conclusion of the Company's AGMs for the benefit of potential investors as well as shareholders who are unable to attend the meeting. The Company also obliges the requests of analysts, fund managers and the media for company visits, briefings and interviews. More details on the Company's IR activities and briefing schedules are available on the Company's website.</p> <p>Stakeholders are welcomed to provide their views, feedback or complaints to the IR Department at ir@pcb.my.</p> <p>Conduct of General Meetings</p> <p>The Company's AGM, in addition to dealing with the formal business of the Company, represents the principal forum for dialogue and interaction with shareholders, providing an opportunity for the Board</p>

	<p>to communicate directly with shareholders and vice versa. Furthermore, barring any unforeseen circumstances, notice of 28 clear days is given to all shareholders for the convening of all AGMs.</p> <p>An overview of the Group’s performance for the financial year ended 31 December 2023 was presented to shareholders at the 54th AGM that was held at the Company’s hotel, Mercure Kuala Lumpur Glenmarie, on 6 June 2024. Shareholders were invited to raise queries, and in this respect, the Board is pleased to report that all questions raised by shareholders at the 54th AGM were adequately attended to by the Board. All resolutions proposed were duly approved by the shareholders present at the meeting, and the minutes of the said AGM was available on the Company’s website within 30 business days after conclusion of the AGM.</p> <p>Voting on all resolutions proposed in the Notice of the forthcoming 55th AGM to be held at Mercure Kuala Lumpur Glenmarie will be by poll, and Paramount has appointed Tricor Investor & Issuing House Services Sdn Bhd as the Poll Administrator and a scrutineer to validate the votes cast at the meeting.</p> <p>The Company encourages voting in absentia by providing shareholders with an online platform to submit their proxy forms with voting instructions to the Company’s Share Registrar 24 hours prior to the meetings.</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 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	:	Notice of general meetings The notice of Paramount's 55 th AGM dated 30 April 2025 was issued at least 28 clear days prior to the 55 th AGM scheduled to be convened on 5 June 2025.	
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 13.2

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	:	General meetings Paramount's 54 th AGM, held physically on 6 June 2024, was attended by all Directors of the Company. An overview of the Group's performance for the financial year ended 31 December 2023 was presented to shareholders at the 54 th AGM that was held at the Company's hotel, Mercure Kuala Lumpur Glenmarie, on 6 June 2024. Shareholders were invited to raise queries, and in this respect, the Board is pleased to report that all questions raised by shareholders at the 54 th AGM were adequately attended to by the Board. All resolutions proposed were duly approved by the shareholders present at the meeting, and the minutes of the said AGM was made available on the Company's website within 30 business days after the conclusion of the AGM.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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	:	The Company, after having conducted a post-event evaluation of the two virtual AGMs held in 2020 and 2021, found that physical meetings are more effective for interactive engagement and robust discussion with shareholders on a face-to-face basis without the technical constraints of a virtual meeting. The Company encourages voting in absentia by providing shareholders with an online platform to submit their proxy forms with voting instructions to the Company's Share Registrar 24 hours prior to the meetings.	
		The Company provides an online platform for shareholders to submit their proxy forms with voting instructions (voting in absentia) to the Company's 24 hours prior to the meetings.	
<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.

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i>	
Application :	Applied
Explanation on application of the practice :	<p>Shareholders who attended Paramount's 54th AGM were encouraged to interact directly with the Board to gain insights on the Company's businesses, performance and strategies.</p> <p>The Chairman also ensured that shareholders who attended the 54th AGM were given the opportunity to comment or raise questions relating to the agenda items of the meeting, the annual report 2023, the performance of the Group as well as the business growth direction for 2024 and beyond.</p> <p>In this respect, the Board is pleased to report that questions raised by the Minority Shareholders Watch Group prior to the 54th AGM and all questions raised by the shareholders at the 54th AGM were adequately attended to by the Board. All resolutions proposed were duly approved by the shareholders present at the meeting, and the minutes of the said AGM was made available on the Company's website within 30 business days after the conclusion of the AGM.</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.

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

Application	:	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	:	Minutes of the 54 th AGM was made available to shareholders on Paramount's website at www.pcb.my no later than 30 business days after the conclusion of the 54 th AGM.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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

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

Click or tap here to enter text.

