

CORPORATE GOVERNANCE REPORT

STOCK CODE : 5303
COMPANY NAME : Swift Haulage Berhad
FINANCIAL YEAR : December 31, 2025

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

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

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

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	: Applied
Explanation on application of the practice	<p>Swift Haulage Berhad ("Swift" or "the Company") and its subsidiaries ("Swift Group" or "the Group") is steered by the Board of Directors ("the Board"). The Board is ultimately responsible for the Group's strategic goals by setting and communicating its vision, mission and core values to the stakeholders. Our vision has illustrated our business goal, while the mission and core values have shown our dedication and commitment to our service quality.</p> <p>The Board is guided by its Board Charter in discharging its responsibilities. The Board Charter has clearly set out a structured guideline that includes:</p> <ul style="list-style-type: none">• the Board structure;• its roles and responsibilities, including a list of specific matters reserved for the Board's decision;• delegation of its authority to various Board Committees;• the Board process pertaining to meetings, training, code of conduct and conflict of interest;• Accountability and audit in relation to financial reporting;• Board policies; and• Access to information and independent advice. <p>The Board had initially established two (2) Board Committees, namely the Audit and Risk Management Committee ("ARMC") and the Board Nomination and Remuneration Committee ("BNRC"), to support the Board in an effective discharge of responsibilities.</p> <p>With effect from 24 January 2025, the ARMC has been separated into two distinct Board committees, namely, the Board Audit Committee ("BAC") and the Board Risk Committee ("BRC"). The BAC, BRC and BNRC (collectively known as "Board Committees") are guided by their respective Terms of Reference ("TOR") with a clear line of responsibilities within their scope of control.</p>

The Board Charter and TOR for all Board Committees are published on the Company's website at www.swiftlogistics.com.my.

As at 31 December 2025, the Board has properly discharged its duties with the following activities carried out and matters discussed: -

- Financial and Operational: -
 - Approved quarterly and annual financial results, including audit-related matters;
 - Monitored performance against budget, cash flow and approved Key Performance Indicators (“KPIs”);
 - Oversaw capital management and approved dividend proposals;
 - Approved the bonus and salary increment for the Group Chief Executive Officer (“**Group CEO**”) for the financial year ended 31 December 2025 (“**FYE 2025**”) in line with performance; and
 - Approved the Group's annual financial plan and operational budget for FYE 2025.

- Strategic Plans and Investments: -
 - Reviewed and refined the Group's strategic priorities and growth plans;
 - Approved key investments, corporate proposals and strategic partnerships;
 - Assessed business continuity and operational resilience measures; and
 - Evaluated market trends and emerging growth opportunities.

- Sustainability: -
 - Oversaw the integration of Environmental, Social and Governance (“**ESG**”) considerations into strategy and operations;
 - Reviewed quarterly ESG performance and sustainability metrics;
 - Monitored progress against sustainability targets and regulatory requirements; and
 - Reviewed and approved mid-year and annual sustainability disclosures.

The Key Senior Management, including Group CEO, Group Chief Financial Officer (“**Group CFO**”) and other Key Senior Management, is also delegated with certain authorities and responsibilities such as: -

- Develop and implement business strategies and tactical plans aligned with the Board's directives;
- Establish and drive KPIs, resource allocation plans and operational priorities;
- Provide regular, timely reporting to the Board on performance, risks, challenges and corrective actions; and
- Advise the Board on emerging risks, opportunities, regulatory developments and strategic adjustments.

	<p>The responsibilities of the Key Senior Management are also set out in the Board Charter, which has been published on the Company's website at www.swiftlogistics.com.my. Together with Board Committees and Key Senior Management, it is the Board's responsibility to continuously instil good corporate governance practices by reinforcing ethical, fair and professional business behaviour across 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

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

Practice 1.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board is headed by the Independent Non-Executive Chairman, Tan Sri Dato Sri Abi Musa Asa'ari Bin Mohamed Nor.</p> <p>The Chairman is responsible for leading the Board as well as ensuring its overall effectiveness. In accordance with the Board Charter, the Chairman, amongst others, is responsible for the following duties and responsibilities:</p> <ol style="list-style-type: none">i. Provide leadership for the Board and ensure a balanced composition of skills, knowledge and experience within the Board members so that the Board can perform its responsibilities effectively;ii. Set the Board agenda and ensure that Board members receive complete and accurate information in a timely manner with assistance from the Management;iii. Facilitate all Board meetings and ensure the appropriate level of interaction among Board members, subsidiary Board members and Key Senior Management;iv. Encourage active participation and allow dissenting views to be expressed freely;v. Managing interface and promoting constructive and respectful relations between the Board and Management;vi. Ensure appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the Board as a whole;vii. Lead the Board in establishing and monitoring good corporate governance practices in the Company;viii. Monitor the performance of the individual and collective roles of the Directors and the Board; andix. Maintain a regular and constructive dialogue with the Group CEO and Key Senior Management in respect of all material matters affecting the Group and the Company and consult with the other Board members promptly and appropriately.
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>As stipulated in the Board Charter, the Company is upholding good corporate governance practice by ensuring that the position of Chairman and Group CEO are to be held by separate persons to ensure a balance of power and authority so as to maintain effective supervision and accountability of the Board and Management. In the current Board, the Chairman and Group CEO are held by two (2) different individuals with respective clear divisions of responsibilities.</p> <p>The Independent Non-Executive Chairman, Tan Sri Dato Sri Abi Musa Asa'ari Bin Mohamed Nor, is primarily responsible for the effectiveness of the Board as a whole, while the Group CEO, Mr Loo Yong Hui, focuses on the implementation of strategies, objectives and the Board's decisions into daily business operations in the Group.</p> <p>The segregation of duties between the Chairman and the Group CEO are clearly stated in the Board Charter on the Company's website at www.swiftlogistics.com.my.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.4

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

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>	
Application :	Applied
Explanation on application of the practice :	<p>The Board Chairman, Tan Sri Dato Sri Abi Musa Asa'ari Bin Mohamed Nor, has advocated good corporate governance by abstaining himself from holding the position in any Board Committees of the Company. This shall enable the Board Committees to review and deliberate relevant matters without their objectivities and independence being impaired.</p> <p>Upon conclusion of Board Committees' meetings, the Chairman of Board Committees will then report to the Board on the matters deliberated during the Board Committees' meetings for the Board's notation and approval.</p> <p>The composition of the BAC, BRC and BNRC can be found in the 2025 Annual Report.</p>
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

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

Practice 1.5

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board is supported by two (2) professionally qualified and competent Company Secretaries, namely Ms Chua Siew Chuan (“Ms Chua”) and Mr Lim Lih Chau. Both of them are qualified to act as Company Secretaries under Section 235(2)(a) of the Companies Act 2016.</p> <p>Ms Chua has been a Fellow member of the Malaysian Institute of Chartered Secretaries and Administrators (“MAICSA”) since 1997. She has over 38 years of experience handling corporate secretarial matters, with a working knowledge of various industries and government services. Ms Chua is the Immediate Past President of MAICSA. She is a Chartered Secretary by profession. She is also the Managing Director of Securities Services (Holdings) Sdn. Bhd., a prominent corporate secretarial service provider in Malaysia. Ms Chua is also the named company secretary for several public listed companies, public companies, private limited companies and societies.</p> <p>Mr Lim Lih Chau has more than 15 years of working experience in mainstream corporate secretarial services, including attending to all corporate secretarial and advisory works of listed companies on the Main Market and ACE Market of the Bursa Malaysia Securities Berhad (“Bursa Securities”) as well as unlisted companies including government linked-companies, financial institutions, multinational companies, locally incorporated companies, a company limited by guarantee, trust company and foundation.</p> <p>During FYE 2025, the Company Secretaries have supported the Board and Board Committees by managing the meeting logistics in a timely manner and facilitating Board and Board Committees’ meetings. The Company Secretaries have also properly documented and well-kept the deliberations, proceedings, and resolutions passed at the meetings.</p> <p>The Company Secretaries play an essential advisory role to the Board and Board Committees in relation to the Company’s Constitution, Board policies and procedures, as well as compliance with all applicable regulatory requirements, laws and regulations. Hence, the Company Secretaries constantly keep themselves abreast of the evolving regulatory changes and developments in corporate governance practices through continuous training and development. During FYE</p>

	2025, the Company Secretaries attended all relevant training and accumulated the requisite Continuing Professional Development points required by MAICSA and other regulatory authorities for practising Chartered Secretaries.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.6

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

Application	:	Applied	
Explanation on application of the practice	:	<p>All Board and Board Committee meetings are scheduled in advance to enable all Directors to reserve their dates for the Company. To ensure that all Directors have sufficient time to peruse relevant matters, the meeting agenda and meeting materials are circulated to Directors at least three (3) days prior to the scheduled meetings. This shall also enable the Directors to obtain further information and clarification to facilitate well-informed decision-making during the meetings. In a case where the subject matter or agenda item is price sensitive or otherwise confidential or in a state of flux, the information is directly presented at the meeting.</p> <p>In addition, all Board and Board Committee meetings are convened separately to uphold the true independence and objectivity of deliberation during the meetings.</p> <p>All proceedings of the meetings, including matters raised as well as deliberations and decisions made, are properly documented by the Company Secretaries. Minutes of the Board and Board Committees' Meetings are circulated to the Directors within 30 business days for review and, thereafter, for confirmation at the next Board or Board Committee Meetings. The signed Board/Board Committees Minutes are enclosed in the Minutes Books kept at the Company's registered office.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 2.1

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board has adopted a Board Charter that articulates the roles and responsibilities of the Board, Board Committees, Chairman, Group CEO, Executive Directors, Independent Directors, Key Senior Management and Company Secretaries, as well as a list of matters which are reserved for the Board's decision.</p> <p>The Board Charter has also set out the Board processes, accountability and audit matters, and several Board Policies as follows: -</p> <ul style="list-style-type: none"> • Code of Ethics and Conduct; • Disclosure of Conflict of Interest; • Corporate Disclosure Policies and Procedures; • Boardroom Diversity Policy; • Sustainability Policy; and • Investor Relations and Shareholder Communication. <p>The Board Charter will be periodically reviewed and updated in accordance with the needs of the Company and/or any changes in new regulations, including the Malaysian Code on Corporate Governance ("MCCG"), Companies Act 2016 and Main Market Listing Requirements ("MMLR") of Bursa Securities.</p> <p>The Board Charter is available on the Company's website at www.swiftlogistics.com.my.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 3.1

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

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

Application	: Applied
Explanation on application of the practice	<p>The Board established a Code of Conduct and Business Ethics (“CCBE”), which lays the foundation for high levels of integrity and professionalism. The CCBE is applicable throughout all levels of the organisation without exception, from the Board of Directors to all its employees. The CCBE also extends to the Group’s supply chain, comprising contractors, suppliers of goods and services, business partners, and anyone with a business dealing with the Group.</p> <p>The CCBE sets out the rules of conduct and includes, amongst others: -</p> <ul style="list-style-type: none"> • Application, core values and work culture; • Workplace culture and environment; • Duties to Swift Group; <ul style="list-style-type: none"> - Conflict of interest - Anti-corruption and unethical practices - Swift Group assets - Financial integrity - Obligation for confidentiality and intellectual property - Public communications • Antitrust and Competition Law; • Duty to serve diligently; • Duty to disclose; and • Disciplinary process and sanctions. <p>The Board had also put in place an Anti-Bribery & Anti-Corruption (“ABAC”) Policy, after conducting the necessary review to ensure that Swift has adequate procedures, policies and controls for the prevention of corrupt acts and practices. The ABAC Policy aligns with the Anti-Corruption Amendments in the MMLR of Bursa Securities and complies with the Corporate Liability provisions of Section 17A of the Malaysian Anti-Corruption Commission Act.</p> <p>The CCBE and the ABAC Policy are available on the Company’s website at www.swiftlogistics.com.my.</p>

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

Intended Outcome

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

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

Practice 3.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Group has adopted a Whistleblowing Policy, which provides an avenue for employees and stakeholders to raise concerns or make a report on any unethical business conduct in order to uphold the Group's business integrity.</p> <p>All employees and stakeholders are encouraged to make a report to the Chairman of BAC by formal letter or email to compliance@swiftlogistics.com.my. Upon receiving the report from employees or stakeholders, the Group will carry out investigations promptly and as fairly as possible. The Chairman of BAC may also direct such an investigation to the division/department best placed to address it or to lead the investigation directly.</p> <p>The whistleblower who reports in good faith will be protected with the treatment of high confidentiality on information disclosed. The Whistleblowing Policy shall be reviewed from time to time in order to maintain its relevance and compliance with all applicable laws and regulations. The policy is made available on the Company's website at www.swiftlogistics.com.my.</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 4.1

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 recognises that the sustainability issue is the key for the Group to achieve long-term business success. As such, the Group places heavy emphasis on the identification and handling of sustainability risks and opportunities which are relevant to the Group's operations and various stakeholders. The sustainability risks and opportunities are identified within the context of Economic, Environment, Social and Governance ("EESG").</p> <p>The Group has established a Sustainability Policy to outline the Group's sustainability goals and commitments. Whilst the Board is collectively responsible for the Group's sustainability matters, it is supported by the Sustainability Steering Committee ("SSC") and Sustainability Working Committee ("SWC"), of which SWC is responsible for executing the sustainability initiatives, and SSC will oversee the progress of such implementation. On a periodic basis, SSC will report the progress of the sustainability management of the Group to the Board.</p> <p>In order to enhance the Group's sustainability management, the Board has included the review of the Board and Key Senior Management's performance in addressing the Group's material sustainability matters in the annual performance review for FYE 2025. This has marked an improvement in our sustainability commitment along with our sustainability journey.</p> <p>Our sustainability strategies in addressing the material risks and opportunities are illustrated in the Sustainability Statement within the 2025 Annual Report.</p>
Explanation for departure	:	

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

Intended Outcome

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 stakeholders' concerns are understood and incorporated into sustainability strategies. These sustainability strategies serve as the ultimate direction for the Group to focus on.</p> <p>For the execution of strategies, Swift has communicated the Group's targets and strategies to all employees through our respective Key Senior Management. It is also important to keep the stakeholders well-informed about the Group's sustainability management progress. As such, we report our sustainability commitments and initiatives in the Sustainability Statement in every year's annual report. The Sustainability Statement is also prepared in accordance with the Bursa Securities' Sustainability Reporting Guide 3rd Edition.</p> <p>The Group engages with internal and external stakeholders through various channels to develop a better understanding of their needs and expectations as below: -</p> <ul style="list-style-type: none"> • Internal – Intranet portal, emails, employee engagement, townhall and dialogues, etc.; and • External – corporate website, annual report, press releases, social media, events, roadshows, general meetings, quarterly financial announcements, etc.
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.3

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

Application	: Applied										
Explanation on application of the practice	<p>The Board understands that it is important to stay abreast with the latest sustainability trends and developments in order to ensure that the Group’s sustainability management is in line with the current market. The Board is acting in the best interests of the Group at all times by updating its knowledge and enhancing its skills through relevant training programmes. The continuous training and development programmes shall allow the Directors to gain insights and enhance their contributions to Board deliberations.</p> <p>In order to ensure continuing education for the Board to enhance their knowledge and expertise, the Board members had attended the following conference /seminar /forum /discussion /workshop /training during the financial year under review:</p> <table border="1" data-bbox="534 1133 1396 2031"> <thead> <tr> <th data-bbox="534 1133 895 1171">Director</th> <th data-bbox="895 1133 1396 1171">Training Programme Attended</th> </tr> </thead> <tbody> <tr> <td data-bbox="534 1171 895 1283">Tan Sri Dato Sri Abi Musa Asa’ari Bin Mohamed Nor</td> <td data-bbox="895 1171 1396 1283"> <ul style="list-style-type: none"> • Mandatory Accreditation Programme Part II: Leading for Impact (LIP) </td> </tr> <tr> <td data-bbox="534 1283 895 1541">Loo Yong Hui</td> <td data-bbox="895 1283 1396 1541"> <ul style="list-style-type: none"> • AI Awareness for Leaders in the Logistics Industry • Agile Leadership • Talent Insight Assessment (DISC) Result Sharing Session • Motivational Dynamics of 12 Driving Forces </td> </tr> <tr> <td data-bbox="534 1541 895 1798">Loo Hooi Keat</td> <td data-bbox="895 1541 1396 1798"> <ul style="list-style-type: none"> • AI Awareness for Leaders in the Logistics Industry • Agile Leadership • Talent Insight Assessment (DISC) Result Sharing Session • Motivational Dynamics of 12 Driving Forces </td> </tr> <tr> <td data-bbox="534 1798 895 2031">Kee Chung Ching</td> <td data-bbox="895 1798 1396 2031"> <ul style="list-style-type: none"> • Implementing Sustainability Reporting • Accounting for Carbon-Related Instruments • Making AI Work for Sustainability </td> </tr> </tbody> </table>	Director	Training Programme Attended	Tan Sri Dato Sri Abi Musa Asa’ari Bin Mohamed Nor	<ul style="list-style-type: none"> • Mandatory Accreditation Programme Part II: Leading for Impact (LIP) 	Loo Yong Hui	<ul style="list-style-type: none"> • AI Awareness for Leaders in the Logistics Industry • Agile Leadership • Talent Insight Assessment (DISC) Result Sharing Session • Motivational Dynamics of 12 Driving Forces 	Loo Hooi Keat	<ul style="list-style-type: none"> • AI Awareness for Leaders in the Logistics Industry • Agile Leadership • Talent Insight Assessment (DISC) Result Sharing Session • Motivational Dynamics of 12 Driving Forces 	Kee Chung Ching	<ul style="list-style-type: none"> • Implementing Sustainability Reporting • Accounting for Carbon-Related Instruments • Making AI Work for Sustainability
Director	Training Programme Attended										
Tan Sri Dato Sri Abi Musa Asa’ari Bin Mohamed Nor	<ul style="list-style-type: none"> • Mandatory Accreditation Programme Part II: Leading for Impact (LIP) 										
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Loo Hooi Keat	<ul style="list-style-type: none"> • AI Awareness for Leaders in the Logistics Industry • Agile Leadership • Talent Insight Assessment (DISC) Result Sharing Session • Motivational Dynamics of 12 Driving Forces 										
Kee Chung Ching	<ul style="list-style-type: none"> • Implementing Sustainability Reporting • Accounting for Carbon-Related Instruments • Making AI Work for Sustainability 										

		<ul style="list-style-type: none"> • Mandatory Accreditation Programme Part II: Leading for Impact (LIP) • Preparing for Implementation of IFRS S1 & S2 (Malaysia NSRF) • AI Awareness for Leaders in the Logistics Industry • The 7th GRCCS International Conference & Exhibition 2025 • Agile Leadership • Mastering Decision Making & Critical Thinking • Talent Insight Assessment (DISC) Result Sharing Session • Motivational Dynamics of 12 Driving Forces
	Datuk Noripah Binti Kamso	<ul style="list-style-type: none"> • Microplastics: Study of Waters in Southeast Asia • Khazanah Mega Trends Forum 2025 • Mandatory Accreditation Programme (MAP II): Leading for Impact (LIP) • Asian Investment Conference
	Datuk Jamaludin Bin Nasir	<ul style="list-style-type: none"> • Beyond the Headlines: USA Tariff • Capital Market Director Programme (CMDP) Module 1: Directors as Gatekeepers of Market Participants • Capital Market Director Programme (CMDP) Module 2A: Business Challenges and Regulatory Expectations – What Directors Need to Know (Equities & Future Broking) • Capital Market Director Programme (CMDP) Module 3: Risk Oversight and Compliance – Action Plan for Board of Directors • Capital Market Director Programme (CMDP) Module 4: Emerging and Current Regulatory Issues in the Capital Market • Anti-Money Laundering, Countering Financing of Terrorism & Countering Proliferation Financing (AML/CFT/CPF) • Anti-Bribery and Corruption (ABC) • Anti-Money Laundering, Combating the Financing of Terrorism and Countering Proliferation Financing (AML/CFT/CPF) • Cybersecurity

		<ul style="list-style-type: none"> • FIDE CORE Module A - Bank • FIDE CORE Module B – Bank
	Chakrit Keeratipish	<ul style="list-style-type: none"> • Mandatory Accreditation Programme (MAP I) • Mandatory Accreditation Programme (MAP II): Leading for Impact (LIP) • Cybersecurity for Executives • ESG Symposium Indonesia
	Datuk Rozaida Binti Omar <i>(Appointed on 24 January 2025)</i>	<ul style="list-style-type: none"> • Sustainable Supply Chain Management • Risk: Management, Data & Ethics • Blockchain Greens Up Its, The Rise of Non-Fungible Tokens & Welcome to Metaverse Act • E-Invoicing Implementation: A Comprehensive Guide and Practical Insights • ESG Matters@ACCA - Carbon Trading: Navigating Opportunities in Malaysia’s Low Carbon Future • MFRS 18 & 19: The Essentials • A Technical Update on IFRS/MFRS 2025 • Understanding Tax Investigation and Appeal Procedures • Mandatory Accreditation Programme (MAP II): Leading for Impact (LIP) • MIA Conference 2025 • Macroeconomics for Global Enterprises • How To Measure Sustainability Performance Optimally: Target Setting and Choosing the Right Metrics? • Stamp Duty Developments & Risks • Board Simulation – Balancing Risks & Opportunity in Sustainability Leadership
	Rozainah Binti Awang <i>(Resigned on 1 January 2025)</i>	<ul style="list-style-type: none"> • N/A
<p>Although Dato’ Haji Md Yusoff @ Mohd Yusoff Bin Jaafar and Dato’ Gopikrishnan A/L N.S. Menon were not able to attend a structured training programme during FYE 2025 due to their personal exigencies, they continued to gain updates through the briefings by the Company</p>		

	<p>Secretaries and External Auditors during the quarterly meetings as well as communications with other Directors.</p> <p>In addition, the Board is updated by the BRC with the Group's risk management and internal control system on a regular basis. The said system shall have also covered the Group's sustainability risks.</p>	
<p>Explanation for departure :</p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure :</p>		
<p>Timeframe :</p>		

Intended Outcome

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

Practice 4.4

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board recognises the importance of sustainability in all its business operations and has included sustainability as one of the criteria in the performance evaluations of Board members.</p> <p>The Board Effectiveness Evaluation (“BEE”) for FYE 2025 included an assessment of the Board’s understanding of sustainability issues that are critical to the Company’s performance.</p> <p>At the Senior Management level, the key performance indicators for the sustainability material matters will be incorporated into the Management’s performance scorecard, which will be reviewed during the annual performance appraisal.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.5- Step Up

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

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome

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

Practice 5.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The BNRC of the Company is responsible to review the effectiveness of the Board as a whole, Board Committees and the contribution of each existing individual Director with the consideration of composition, structure, mix of skills, experience and core competencies.</p> <p>The BNRC also reviews the tenure of Directors before recommending the Directors for re-appointment at the Annual General Meeting ("AGM"). The effectiveness of the Board as a whole and the contribution of each Director to the effectiveness of the Board and the contribution of the Board's various committees will be assessed on an annual basis.</p> <p>The Board Charter provides that in the event that the Board intends to retain an Independent Non-Executive Director beyond nine (9) years, the Board should justify and seek annual shareholders' approval through the two-tier voting process.</p> <p>On 1 January 2025, Puan Rozainah Binti Awang has resigned as Independent Non-Executive Director. Following her resignation, the BNRC has recommended to the Board the appointment of Datuk Rozaida Binti Omar as Independent Non-Executive Director. Datuk Rozaida Binti Omar was appointed to the Board as Independent Non-Executive Director on 24 January 2025.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>For FYE 2025, the Board comprises ten (10) members, of whom five (5) are Independent Non-Executive Directors, two (2) are Executive Directors, and the remaining three (3) are Non-Independent Non-Executive Directors. This is in compliance with the requirements of the MMLR, which requires that 1/3 of directors to be independent directors and Practice 5.2 of the MCCG, which stipulates that at least half of the Board composition comprises of Independent Directors.</p> <p>Half of the current Board is made up of Independent Non-Executive Directors, indicating strong objectivity and independency of deliberation and decision-making processes. This is also in compliance with Paragraph 15.02(1) of the MMLR of Bursa Securities, which states that at least two (2) directors or one-third (1/3) of the Board of Directors of a listed issuer, whichever is the higher, are independent directors.</p> <p>The appointment and re-appointment of the Board are governed by the Directors' Fit and Proper Policy, which was established by the Board. The policy can be found on the Company's website www.swiftlogistics.com.my.</p> <p>Pursuant to the definition of independence under the MMLR of Bursa Securities, all of the five (5) Independent Directors have satisfied the independence test in the yearly assessment of the Independent Directors for FYE 2025.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.3

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

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board Charter has stated with the terms that <i>“the tenure of an Independent Director should not exceed a cumulative term of nine (9) years. If the Board intends to retain an Independent Non-Executive Director beyond 9 years, it should justify and seek annual shareholders’ approval through the two-tier voting process “.</i></p> <p>During FYE 2025, none of the existing Independent Directors has exceeded the tenure of a cumulative term of nine (9) years in the Company.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.4 - Step Up

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

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome

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

Practice 5.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board is judicious of the mix of qualified and experienced professionals in the current Board and Key Senior Management to draw on a wide pool of opinions in contributing greater depth and breadth of deliberation for the Group's business development.</p> <p>A Directors' Fit and Proper Policy has been established for the appointment and re-election of Directors, which is accessible for reference on the Company's website at www.swiftlogistics.com.my.</p> <p>In making recommendations for suitable candidates, the BNRC considers the selection criteria set out in the Directors' Fit and Proper Policy: -</p> <p>a. Character & Integrity</p> <ul style="list-style-type: none">• Probity• Personal integrity• Financial integrity• Good Reputation <p>b. Experience & Competence</p> <ul style="list-style-type: none">• Qualification, training and skills• Relevant experience and expertise• Relevant past performance or track record <p>c. Time & Commitment</p> <ul style="list-style-type: none">• Ability to discharge role with regard to other commitments• Participation and contribution to the Board or track record <p>In accordance with the duties and responsibilities stated in the TOR, the BNRC, amongst others, is responsible to: -</p> <ul style="list-style-type: none">• To determine and recommend to the Board the general remuneration policy for Executive Directors, Non-Executive Directors, including Non-Executive Chairman and Senior Management with the objective of attracting, retaining and motivating executive management of the quality required;

	<ul style="list-style-type: none"> • The review and recommend to the Board in relation to the remuneration structure of the Executive Directors, Non-Executive Directors and Senior Management in all forms. • To act in line with the direction of the Board • To consider and examine such other matter as the BNRC consider appropriate • To engage external professional advisors to assist and/or advice the BNRC, on remuneration matters, where necessary • To review the fees of the Directors and any benefits payable to the Directors including any compensation for loss of employment of director or former director before presenting to the shareholders for approval • To provide clarification to shareholders during general meetings pertaining to remuneration of directors and senior management as well as the overall remuneration framework of the Company <p>The BNRC has taken the consideration of a mix of skills, experience, other qualities, and diversity, including gender, where appropriate, which the Director should bring to the Board for appointment of Directors.</p> <p>The BNRC has also reviewed on the time devoted by all Directors and is satisfied that all Directors have contributed sufficient time for the Company for FYE 2025.</p>
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

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>In identifying new Board members, the Board seeks recommendations for candidates from existing Board members, management, major shareholders and independent parties or sources. E.g., business associates and professional recruitment firms.</p> <p>The selection/identification of candidates for appointment as directors are made objectively in the best interests of the Company, considering amongst others: -</p> <ul style="list-style-type: none">• the criteria as prescribed in Paragraph 2.20A of the MMLR of Bursa Securities;• whether the candidate has the character, experience, integrity, competence and time to effectively discharge their duties as director of the Company; and• taking into account the existing diverse skills, expertise, experience and perspectives of the current Board members. <p>During FYE 2025, the BNRC had considered and recommended the appointment of Datuk Rozaida Binti Omar as Independent Non-Executive Director of the Company, 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	:	<p>The Board of Directors' Profile section of the Annual Report discloses the Directors' name, age, nationality, gender, qualification, working experience, directorship in other listed companies, length of service, date of appointment and any conflict of interest as well as their shareholding in the Company.</p> <p>The performance of retiring Directors recommended for re-election at the Twenty-Sixth ("26th") AGM has been assessed through the Board's annual evaluation (including the independence of Independent Non-Executive Directors) as guided by the Directors' Fit and Proper Policy. A statement by the Board and BNRC being satisfied with the performance and effectiveness of the retiring Directors who offered themselves for re-election at the AGM was stated in the notes accompanying the Notice of AGM.</p> <p>The profile of the Directors who were due for retirement and offered themselves for re-election, which included the nature of interest with the Company, whichever applicable, were set out in the 2025 Annual Report of the Company.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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	:	The BNRC is chaired by Datuk Noripah Binti Kamso, who is an Independent Non-Executive Director. The composition of BNRC is as follows: -							
		<table border="1"> <thead> <tr> <th>Name</th> <th>Directorship</th> </tr> </thead> <tbody> <tr> <td><u>Chairman</u> Datuk Noripah Binti Kamso</td> <td>Independent Non-Executive Director</td> </tr> <tr> <td><u>Members</u> Dato' Gopikrishnan A/L N.S. Menon</td> <td>Independent Non-Executive Director</td> </tr> <tr> <td>Loo Hooi Keat</td> <td>Non-Independent Non-Executive Director</td> </tr> </tbody> </table>	Name	Directorship	<u>Chairman</u> Datuk Noripah Binti Kamso	Independent Non-Executive Director	<u>Members</u> Dato' Gopikrishnan A/L N.S. Menon	Independent Non-Executive Director	Loo Hooi Keat
Name	Directorship								
<u>Chairman</u> Datuk Noripah Binti Kamso	Independent Non-Executive Director								
<u>Members</u> Dato' Gopikrishnan A/L N.S. Menon	Independent Non-Executive Director								
Loo Hooi Keat	Non-Independent Non-Executive Director								
Explanation for departure	:								
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>									
Measure	:								
Timeframe	:								

Intended Outcome

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

Practice 5.9

The board comprises at least 30% of women directors.

Application	:	Applied
Explanation on application of the practice	:	<p>As at 31 December 2025, there are three (3) women Directors on the Board, representing women's participation of 30.00% on the Board.</p> <p>Puan Rozainah Binti Awang has resigned from the Company with effect from 1 January 2025. Subsequently, Datuk Rozaida Binti Omar was then appointed to the Board, with effect from 24 January 2025.</p> <p>Nevertheless, in view of an effective Board appointment, the BNRC will consider candidates on merit against objective criteria and with due regard for the benefits of diversity on the Board. Gender shall not be a pre-requisite criterion to the directorship of the Company.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.10

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Board has in place a Boardroom Diversity Policy in the Board Charter to promote gender diversity. However, the Board has not defined a gender diversity policy for Key Senior Management, although gender diversity composition is adopted at the Key Senior Management level with 30% women's representation.	
		Nevertheless, the Board is supportive of gender diversity by having three (3) women Directors on the Board. The current women Directors on the Board are Datuk Noripah Binti Kamsu, Ms Kee Chung Ching and Datuk Rozaida Binti Omar, indicating 30.00% of women's Board representation. Moving forward, the Board will consider to advocate a gender diversity policy not only for the Board but also for the Key Senior Management.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 6.1

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

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

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
Application	: Applied
Explanation on application of the practice	: The BNRC conducted the annual BEE for FYE 2025, covering the effectiveness of the Board, Board Committees and the contribution and performance of each individual Director. The evaluation was carried out internally, facilitated by the Company Secretaries, using the following assessment tools: <ul style="list-style-type: none">• Self and Peer Performance Evaluation Form;• Board and Board Committees Performance Evaluation Form; and• BAC and BRC Committee Evaluation Forms. The abovementioned assessment questionnaires have covered a wide range of factors from individual skills and knowledge to the effectiveness of the Board as a whole, including but not limited to: - <ul style="list-style-type: none">• Individual Director's honesty, integrity, professional conduct and business ethics;• Contribution to maintain effective internal control systems and risk management practices;• Qualifications, knowledge, experience and ability to understand technical requirements, risk and management of the Company's business;• Evaluation of Management's performance;• Discharge of responsibilities;• Objective-oriented decision-making process;• Time devotion;• Acting in good faith and with integrity;• Meeting attendance;• Cooperation with Company Secretaries and Senior Management; and• Effective communications with shareholders.

	<p>In FYE 2025, the BNRC has concluded that the Board, Board Committees and all Directors have adequately and sufficiently discharged their duties and responsibilities by bringing their knowledge and experience to the Company.</p> <p>In view of the effectiveness of such performance evaluation, BNRC is of the view that the assessment has sufficiently given insight on the adequacy, performance and contribution of the Board, Board Committees and individual Directors for FYE 2025.</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 7.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Company has established a Remuneration Policy for Directors and Senior Management for a transparent and independent remuneration decision process. Remuneration packages are aimed to be competitive, adequate but not excessive, and in line with the current market practices to attract, retain, motivate and reward our Directors and Senior Management to achieve the Group's business goals.</p> <p>Remuneration for Executive Directors is determined on the basis of responsibilities, complexity, skills, experience required and other market conditions. The remuneration package shall be made up of increments, bonuses and other benefits such as allowance.</p> <p>On the other hand, remuneration for Non-Executive Directors is designed to reflect their experiences, level of responsibilities and time commitments. Generally, the remuneration package shall comprise of Director's fee, meeting allowance and other benefits as the case may be. BNRC shall ensure that the remuneration packages do not conflict with Non-Executive Directors' obligation to bring their objectivity and independent judgement to the Board meetings.</p> <p>For Senior Management, their remuneration packages are deliberated and designed to link with the Group's performance and the achievement of their KPI. They are entitled to salary increments and to participate in an annual cash bonus. Other benefits, such as allowances, are granted to Senior Management upon proposal by the Group Human Resource and Administration ("GHRA") and approval by the Group CEO.</p> <p>This policy will be periodically reviewed and updated in line with the needs of the Company as well as the latest rules and regulations. The policy is made available on the Company's website at www.swiftlogistics.com.my.</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 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	:	The BNRC of the Company comprises exclusively of Non-Executive Directors with a majority of Independent Directors, as follows: -									
		<table border="1"> <thead> <tr> <th>Name</th> <th>Directorship</th> </tr> </thead> <tbody> <tr> <td>Chairman Datuk Noripah Binti Kamso</td> <td>Independent Non-Executive Director</td> </tr> <tr> <td>Members Dato' Gopikrishnan A/L N.S. Menon</td> <td>Independent Non-Executive Director</td> </tr> <tr> <td>Loo Hooi Keat</td> <td>Non-Independent Non-Executive Director</td> </tr> </tbody> </table>		Name	Directorship	Chairman Datuk Noripah Binti Kamso	Independent Non-Executive Director	Members Dato' Gopikrishnan A/L N.S. Menon	Independent Non-Executive Director	Loo Hooi Keat	Non-Independent Non-Executive Director
		Name	Directorship								
Chairman Datuk Noripah Binti Kamso	Independent Non-Executive Director										
Members Dato' Gopikrishnan A/L N.S. Menon	Independent Non-Executive Director										
Loo Hooi Keat	Non-Independent Non-Executive Director										
The authority, duties and responsibilities of BNRC are clearly defined in its TOR which is available on the Company's website at www.swiftlogistics.com.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	:	The remuneration of individual directors on a named basis with the details of each remuneration component is shown in the following page.

No	Name	Directorate	Company (RM'000)							Group (RM'000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Tan Sri Dato Sri Abi Musa Asa'ari Bin Mohamed Nor	Independent Director	90.00	8.00	-	-	-	-	98.00	90.00	8.00	-	-	-	-	98.00
2	Loo Yong Hui	Executive Director	-	107.00	1,020.00	950.00	17.10	250.63	2,344.73	48.00	107.00	1,020.00	950.00	34.25	250.63	2,409.88
3	Dato' Haji Md Yusoff @ Mohd Yusoff Bin Jaafar	Non-Executive Non-Independent Director	60.00	6.00	-	-	-	-	66.00	90.00	6.00	-	-	-	-	96.00
4	Loo Hooi Keat	Non-Executive Non-Independent Director	600.00	8.00	-	-	-	111.60	719.60	600.00	8.00	-	-	41.05	111.60	760.65
5	Datuk Noripah Binti Kamso	Independent Director	70.00	8.00	-	-	-	-	78.00	70.00	8.00	-	-	-	-	78.00
6	Dato' Gopikrishnan A/L N.S. Menon	Independent Director	60.00	6.00	-	-	-	-	66.00	60.00	6.00	-	-	-	-	66.00
7	Kee Chung Ching	Executive Director	-	47.00	426.00	258.00	-	96.58	827.58	-	47.00	426.00	258.00	-	96.58	827.58
8	Datuk Jamaludin Bin Nasir	Independent Director	77.83	5.00	-	-	-	-	82.83	77.83	5.00	-	-	-	-	82.83
9	Chakrit Keeratipish	Non-Executive Non-Independent Director	67.83	7.00	-	-	-	-	74.83	67.83	7.00	-	-	-	-	74.83

10	Datuk Rozaida Binti Omar	Independent Director	66.29	6.00	-	-	-	-	72.29	66.29	6.00	-	-	-	-	72.29
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Intended Outcome

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

Practice 8.2

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Board is of the view that the disclosure of the Key Senior Management's remuneration on named basis may result in adverse effect on the Company's talent retention in this highly competitive industry.	
		As an alternative, we have decided to disclose the Key Senior Management's remuneration on an unnamed basis in bands of RM50,000, as follows: -	
		Range of Remuneration	Number of Key Senior Management
		RM300,001 to RM350,000	1
		RM350,001 to RM400,000	1
		RM400,001 to RM450,000	1
		RM450,001 to RM500,000	1
		RM500,001 to RM550,000	1
		RM700,001 to RM750,000	1
		RM800,001 to RM850,000	1
		RM900,001 to RM950,000	1
		RM2,400,001 to RM2,450,000	1
		RM2,450,001 to RM2,500,000	1
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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	:	<p>The Chairman of the BAC is Datuk Rozaida Binti Omar, an Independent Non-Executive Director, who is a fellow member of the Association of Chartered Certified Accountants (ACCA) UK.</p> <p>Meanwhile, the Board is chaired by Tan Sri Dato Sri Abi Musa Asa’ari Bin Mohamed Nor. Hence, it is clear to see that the Chairman of the Board and the Chairman of the BAC are held by two (2) different Independent Non-Executive Directors to uphold the overall independence of deliberation among the BAC.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board has the TOR of BAC in place, which stated the terms to have a former key audit partner to observe a cooling-off period of at least three (3) years before being appointed as a member of the BAC. This shall ensure the integrity of BAC for the effectiveness of their discharge of duties. Currently, none of the BAC members is the former key audit partner of the External Auditors, and the Board does not foresee any appointment of former key audit partners to the BAC in the near future.</p> <p>The TOR of the BAC is accessible on the Company's website at www.swiftlogistics.com.my</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Group has established an External Auditors Assessment Policy to serve as a guideline for the BAC to assess the suitability, objectivity, independence and overall performance of the External Auditors.</p> <p>The policy has set out the following areas: -</p> <ul style="list-style-type: none">• Selection and appointment of External Auditor;• Independence of External Auditors;• Non-audit engagement;• Rotation of key audit partners;• Appointment of former key audit partners as member of BAC; and• Annual performance and independence evaluation. <p>In accordance to the policy, BAC shall perform annual assessment on the performance, independence and capabilities of the External Auditors as well as the effectiveness of the audit process during the financial year. In assessing the External Auditors, BAC shall take the following criteria into account: -</p> <ul style="list-style-type: none">• Quality of audit services, in terms of:<ul style="list-style-type: none">○ adequacy of audit scope;○ ability to meet audit deadlines;○ timeliness in escalating audit issues to BAC ;○ allocation of resources to significant audit risk areas; and○ effectiveness of recommendations in addressing weakness observed from audit.• Adequacy of resources;• Communication and interaction with Management and the Internal Auditors; and• Independence, objectivity and professional scepticism. <p>For non-audit services, Management shall obtain written confirmation from the External Auditors that their independence would not be impaired by virtue of the non-audit engagement. External Auditors shall comply with the By-Laws of MIA in relation to the provision of non-audit services.</p>

	<p>The responsibilities of BAC to assess the External Auditor’s performance and the audit fee have been stipulated in its TOR, which is accessible on the Company’s website at www.swiftlogistics.com.my.</p> <p>Based on the assessment conducted, the BAC is satisfied with the External Auditors’ qualification, performance and competencies and has recommended the re-appointment of BDO PLT for FYE 2025, which has been tabled in the Twenty-Fifth (“25th”) AGM for shareholders' approval.</p>	
Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted																
Explanation on adoption of the practice	:	<p>Previously, the Company's ARMC comprises solely of Independent Non-Executive Directors, as follows: -</p> <table border="1"><thead><tr><th>Name</th><th>Directorship</th></tr></thead><tbody><tr><td>Chairman Rozainah Binti Awang</td><td>Independent Non-Executive Director</td></tr><tr><td>Members Datuk Noripah Binti Kamso</td><td>Independent Non-Executive Director</td></tr><tr><td>Dato' Gopikrishnan A/L N.S. Menon</td><td>Independent Non-Executive Director</td></tr></tbody></table> <p>On 24 January 2025, the Company had announced on the separation of the ARMC into the BAC and BRC. Therefore the current BAC comprises of the following Independent Non-Executive Directors:-</p> <table border="1"><thead><tr><th>Name</th><th>Directorship</th></tr></thead><tbody><tr><td>Chairman Datuk Rozaida Binti Omar</td><td>Independent Non-Executive Director</td></tr><tr><td>Members Datuk Noripah Binti Kamso</td><td>Independent Non-Executive Director</td></tr><tr><td>Dato' Gopikrishnan A/L N.S. Menon</td><td>Independent Non-Executive Director</td></tr></tbody></table>	Name	Directorship	Chairman Rozainah Binti Awang	Independent Non-Executive Director	Members Datuk Noripah Binti Kamso	Independent Non-Executive Director	Dato' Gopikrishnan A/L N.S. Menon	Independent Non-Executive Director	Name	Directorship	Chairman Datuk Rozaida Binti Omar	Independent Non-Executive Director	Members Datuk Noripah Binti Kamso	Independent Non-Executive Director	Dato' Gopikrishnan A/L N.S. Menon	Independent Non-Executive Director
Name	Directorship																	
Chairman Rozainah Binti Awang	Independent Non-Executive Director																	
Members Datuk Noripah Binti Kamso	Independent Non-Executive Director																	
Dato' Gopikrishnan A/L N.S. Menon	Independent Non-Executive Director																	
Name	Directorship																	
Chairman Datuk Rozaida Binti Omar	Independent Non-Executive Director																	
Members Datuk Noripah Binti Kamso	Independent Non-Executive Director																	
Dato' Gopikrishnan A/L N.S. Menon	Independent Non-Executive Director																	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The BAC recognises the significance of possessing the necessary skills and knowledge to discharge its duties and responsibilities. As such, Datuk Rozaida Binti Omar, being the Chairman of the BAC, is a fellow member of the Association of Chartered Certified Accountants (ACCA) UK.</p> <p>Although only one-third (1/3) of the BAC is a member of a professional accounting body, Datuk Noripah Binti Kamsu and Dato' Gopikrishnan A/L N.S. Menon obtains the relevant knowledge from their past working experience in the banking industry. The profile of the BAC members is set out in the Board of Directors' Profile in the 2025 Annual Report.</p> <p>All BAC members are financially literate, having a sufficient understanding of the Group's business and financial performance. BAC is also staying abreast of the relevant developments in accounting and auditing standards, practices and rules with continuous updates by the Management and External Auditors. The BAC also undertakes ongoing professional development through several training programmes. In this regard, BNRC has assisted the Directors in identifying their training needs for their effective discharge of responsibilities.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 10.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>In order to safeguard the shareholders' investments, stakeholders' interests and the Group's assets, the Board has established an effective risk management framework in accordance with ISO 31000. The said risk management framework reflects a comprehensive process to adequately identify and manage the risks which are related to the Group. Particularly, the framework consists of the following process: -</p> <ul style="list-style-type: none"> • Communication and consultation with stakeholders; • Establish the context; • Identify, analyse and evaluate risks; • Manage the identified risks; and • Monitoring and reviewing. <p>On top of the risk management framework, the Board has also ensured that a clear organisational structure and reporting lines are well-developed. For daily operations, Standard Operating Procedures of various operational areas have also been implemented to ensure a smooth proceeding in the Group. In an effort to ensure that the Group's risk management and internal control system is adequately in place and operating effectively, the Board is supported by Internal Auditors to review and evaluate the said system quarterly.</p> <p>To ensure the effectiveness of the Group's risk management and internal control system, BAC is tasked to review the Group's risk profile and mitigation plan from time to time. Such roles and duties are also stated in the TOR of BAC on the Company's website at www.swiftlogistics.com.my.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

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

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

Practice 10.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Group's risk management framework is designed based on an internationally recognised risk management framework, namely ISO 31000. The framework enables the Board and BAC to: -</p> <ul style="list-style-type: none"> • understand stakeholders' requirements and expectations; • establish the Group's risk contexts; • identify, analyse, evaluate and manage risks; and • continuously monitor and review the risk treatment or mitigation plans. <p>The Company has performed a review and assessment of the Group's risk management and internal control system. Such review and assessment have shown that the Group's risk management and internal control system is functioning effectively at a satisfactory level.</p> <p>Key features of the Group's risk management and internal control framework, together with its adequacy and effectiveness, are detailed in the Statement on Risk Management and Internal Control in the Company's 2025 Annual Report.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 10.3 - Step Up

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

Application	:	Adopted								
Explanation on adoption of the practice	:	<p>The BRC is chaired by Datuk Jamaludin Bin Nasir, who is an Independent Non-Executive Director. The composition of the BRC is as follows: -</p> <table border="1"><thead><tr><th>Name</th><th>Directorship</th></tr></thead><tbody><tr><td><u>Chairman</u> Datuk Jamaludin Bin Nasir</td><td>Independent Non-Executive Director</td></tr><tr><td><u>Members</u> Datuk Rozaida Binti Omar</td><td>Independent Non-Executive Director</td></tr><tr><td>Chakrit Keeratipish</td><td>Non-Independent Non-Executive Director</td></tr></tbody></table> <p>The authority, duties and responsibilities of the BRC are clearly defined in its TOR which is available on the Company's website at www.swiftlogistics.com.my.</p>	Name	Directorship	<u>Chairman</u> Datuk Jamaludin Bin Nasir	Independent Non-Executive Director	<u>Members</u> Datuk Rozaida Binti Omar	Independent Non-Executive Director	Chakrit Keeratipish	Non-Independent Non-Executive Director
Name	Directorship									
<u>Chairman</u> Datuk Jamaludin Bin Nasir	Independent Non-Executive Director									
<u>Members</u> Datuk Rozaida Binti Omar	Independent Non-Executive Director									
Chakrit Keeratipish	Non-Independent Non-Executive Director									

Intended Outcome

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

Practice 11.1

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

Application	: Applied
Explanation on application of the practice	<p>The Board has appointed GRC Consulting Services Sdn Bhd (“GRCCS”), the Internal Auditor, for the Group’s internal audit function on an outsource basis. As per the TOR of BAC, the BAC is responsible to ensure that the internal audit function is independent, and the Internal Auditor shall report directly to the BAC.</p> <p>The Internal Auditor is accountable to provide independent and objective assurance, together with necessary recommendations to improve the Group’s operational efficiency. As such, the Internal Auditor performs regular reviews of the Group’s operations on a quarterly basis with a systematic risk-based approach in accordance with the approved internal audit plan.</p> <p>In order to ensure the effectiveness of the Internal Auditor, the BAC is authorised to have full and unrestricted access to all information and resources of the Group, which are deemed necessary for the appropriate conduct of internal audit review.</p> <p>The Internal Audit Plan (“IAP”) was tabled to BAC and approved during BAC meeting. The objective of the internal audit cycles as per the IAP is to identify operational weaknesses and/or areas of improvement, along with the corresponding root-cause analysis and proposed recommendations. Management shall then assist the BAC by implementing the relevant corrective actions recommended by Internal Auditors within the stipulated time. Follow-up review will be performed by Internal Auditors to ensure that necessary controls are adequately put in place, and the Group’s operations are improved.</p> <p>The BAC is responsible for the appointment and assessment of the Internal Auditor by considering the adequacy of the internal audit work scope, the Internal Auditor’s competency, expertise and resources, as well as the Company’s budget for appointing outsourced Internal Auditors.</p> <p>The Internal Auditor's activities during FYE 2025 involved conducting four (4) cycles of internal audits for the Group, in accordance with the audit scopes outlined in the Internal Audit Plan approved by the BAC. The objective of the internal audit cycles is to identify operational weaknesses and/or areas of improvement, along with the corresponding root-cause analysis and proposed recommendations.</p>

	<p>The Internal Audit activities were to assess the adequacy and efficiency of the Group's internal controls within the approved coverage and scopes as outlined in the Internal Audit Plan, as shown below: -</p> <ul style="list-style-type: none"> ○ Cycle 3 (Year 2024): Warehouse and SW Express in the Swift Southern Region ○ Cycle 4 (Year 2024): Specialised Transportation and SW Express in the Central Region ○ Cycle 1 (Year 2025): Haulage and Q-Team (Workshop & Tyre Rethread) in the Central Region; and ○ Cycle 2 (Year 2025): Freight forwarding in Kota Kinabalu and Freight forwarding, warehouse and small distribution services in Kuching <p>The methodology adopted by GRCCS in the course of their internal audit was in accordance with the International Professional Practices Framework promulgated by the Institute of Internal Auditors for the professional practice of internal auditing.</p> <p>For FYE 2025, the Board is of the opinion that the Group's internal control function is operating adequately, and no major weaknesses were noted that might have a material impact on the Group's financial performance or operations requiring separate disclosure in the Annual 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

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

Practice 11.2

The board should disclose–

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Company has outsourced its internal audit function to GRCCS, an independent professional firm which is a corporate member of the Institute of Internal Auditors Malaysia (IIAM). The Board has ensured that the Internal Auditor is free from any relationships or conflicts of interest which could impair their objectivity and independence.</p> <p>The Engagement Director of GRCCS is Mr. Affeiz Abdul Razak who has more than twenty-four (24) years of diverse professional experience in internal audit, risk management, business continuity management and corporate governance advisory.</p> <p>He is currently one of the Governors in The IIA Malaysia's Board as Board's Vice President I and had served previously as the Honorary Treasurer and Honorary Secretary of IIAM. He is a Chartered Member of Institute of Internal Auditors Malaysia – CMIIA, Certified Financial Services Auditor – CFSA (US) and has Accreditation in Internal Audit Function Assessment Validation by IIA (US), Associate Member of Association of Certified Fraud Examiners (US), Member of Business Continuity Institute (UK) – MBCI (UK), Affiliate Member of Institute of Risk Management (UK), Certified Business Continuity Institute (UK) Professional - CBCI with Merit (UK), Member of Institute of Corporate Directors Malaysia and Associate Member of Asian Institute of Chartered Bankers.</p> <p>The internal audit methodology adopted by GRCCS is in accordance with the IIA's International Standards for the Professional Practice of Internal Auditing, i.e. the IPPF in meeting the responsibilities of the Internal Auditors and the internal audit activities.</p> <p>GRCCS ensures that it deploys adequate staff with the necessary experience and qualifications for the internal audit reviews of the Group. During FYE 2025, five (5) internal auditors were assigned to perform internal audit reviews of the Group, including one (1) Engagement Director, two (2) managers, one (1) senior and one (1) associate.</p>

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

Intended Outcome

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

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

Practice 12.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board acknowledges the significance of having effective, transparent and regular communication with the shareholders and various stakeholders. In this aspect, the Board has established the policies and procedures pertaining to corporate disclosure as well as investor relations and shareholder communication in the Board Charter, which is published on the Company's website at www.swiftlogistics.com.my.</p> <p>According to the abovementioned policies and procedures, information disclosures are only allowed to be released to the public upon approval of the Group CEO and/or the Board, as the case may be. The Company strives to disclose accurate and timely information in compliance with the Bursa Securities' disclosure framework.</p> <p>The Company also, via its Corporate Planning Department, engages with several analysts and/or media, such as research analysts and fund managers, to announce the Company's and Group's strategies, performance, services and major developments. This engagement may be carried out in the form of briefing sessions, site visits, interviews and/or press conferences.</p> <p>The shareholders and various stakeholders can also obtain timely and accurate information from the following channels: -</p> <p><u>Financial Results Announcements</u></p> <p>Quarterly financial results are able to update and provide insights to the shareholders and stakeholders on the Group's latest financial performance and positions, as well as any latest business development. A brief financial analysis is also included in the financial results to enable the shareholders and stakeholders to have a better understanding of the Group's business performance and developments.</p> <p><u>Company Website</u></p> <p>The Company has developed an Investor Relations section on the Company's website at www.swiftlogistics.com.my covering several information such as financial information, Company announcements, corporate governance and the latest relevant news.</p>

	<p><u>Announcements Made to Bursa Securities</u> The Group’s public and latest announcements are electronically published and made available for public reference at Bursa Securities’ website at www.bursamalaysia.com.</p> <p><u>AGM</u> AGM serves as the principal forum for dialogue with shareholders to formally communicate internal information pertaining to the Company and the Group. Shareholders are also able to raise questions or concerns at the AGM in order to have direct communication and clarification from the Board and Management during the AGM.</p> <p><u>Annual Report</u> Shareholders and stakeholders may obtain further details and information from the Company’s annual report. The annual report consists of comprehensive information about the Group, including business overview, financial performance, sustainability management, corporate governance, risk management and internal control system, as well as the Group’s prospects.</p> <p>Shareholders and stakeholders can also voice out their concerns and/or queries to the Company by contacting corporate@swiftlogistics.com.my. Detailed information relating to the Group’s engagement approaches with the stakeholders is outlined in the Sustainability Statement disclosed in the 2025 Annual Report.</p>	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 12.2

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

Application	:	Not applicable – Not a Large Company	
Explanation on application of the practice	:		
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Notice dated 30 April 2025 for the 25th AGM, which was scheduled to be held on 12 June 2025, was given to the shareholders more than the minimum mandated period of 28 days required under this Practice and 21 days as required under the MMLR. The provision of a longer notice period allows the shareholders to have sufficient time to consider the resolutions and make informed voting decisions during the general meeting.</p> <p>The Notice of AGM, which sets out the business to be transacted at the AGM, was also published in a major local newspaper.</p> <p>The explanatory notes to the Notice of AGM also provide a detailed explanation for each resolution proposed to enable shareholders to make informed decisions in exercising their voting rights.</p> <p>The Group's forthcoming AGM is scheduled on 11 June 2026, and the notice of AGM will be issued on 30 April 2026. The Annual Report and the Notice of the forthcoming AGM will also be published on Bursa Securities' website for shareholders' 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

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

Practice 13.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>All the Directors, Company Secretary, External Auditors and Senior Management had attended the 25th AGM to engage directly with the shareholders.</p> <p>The proceedings of the 25th AGM included the presentation of financial performance to the shareholders and a question-and-answer session, during which the shareholders were invited to raise questions before putting resolutions to vote.</p> <p>The Board had ensured that sufficient opportunities were given to shareholders to raise issues relating to the resolution to be put for voting and adequate responses were given.</p> <p>The Chairman of the Board Committees were also readily available to address the questions posted by the shareholders at the 25th 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 13.3

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’s 25th AGM held on 12 June 2025 was conducted in a fully physical format. The Board is of the view that, in the Company’s circumstances, a physical meeting remains the preferred mode of engagement as it allows for direct, real-time interaction between the Board, Senior Management and shareholders, promotes clearer communication, and provides an effective forum for shareholders to raise questions and receive immediate clarification before voting.	
		The Company will assess the necessity and viability of such a facility, taking into consideration the number of shareholders, the reliability of the technology and the cost-benefit to the Company.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.4

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

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i>	
Application	: Applied
Explanation on application of the practice	: <p>The Chairman of the 25th AGM ensured that sufficient opportunities were given to shareholders to raise issues relating to the affairs of the Company by providing ample time for the Question-and-Answer session during the 25th AGM.</p> <p>The Group CEO of the Company presented the highlights of the financial and business performance of the Group prior to the Question-and-Answer session for their information.</p> <p>The Chairman of the Board and the Group CEO had actively responded to relevant questions addressed to them during the 25th AGM. The representatives of external auditors also attended and participated in the 25th 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.

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.</i>	
Application :	Not applicable – only physical general meetings were conducted in the financial year
Explanation on application of the practice :	
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

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

Practice 13.6

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

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
Application	: Applied
Explanation on application of the practice	: The Minutes of the 25th AGM (including the questions raised by shareholders together with the responses by the Company and the outcome of the voting results) are made available to the shareholders within 30 business days after the 25th AGM at the Company's website at www.swiftlogistics.com.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	:

**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.

Not Applicable
