

CORPORATE GOVERNANCE REPORT

STOCK CODE : 3476
COMPANY NAME : Keck Seng (Malaysia) Berhad
FINANCIAL YEAR : December 31, 2025

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

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

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

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	: Applied
Explanation on application of the practice	<p>The Board is responsible for the overall performance of the Group and an effective Board is crucial in establishing and achieving its strategies.</p> <p>The Board's roles, responsibilities and authorities are set out in the Board Charter which is available at the Company's website – https://my.keckseng.com.</p> <p>Besides being responsible for its statutory obligations, the Board collectively is also responsible for:</p> <ul style="list-style-type: none"> ➤ the Group's overall plan and business strategy; ➤ providing leadership to the Management; ➤ establishing committees, policies and procedures to discharge the Board's roles and responsibilities; ➤ establishing and reviewing key performance indicators, control mechanisms and related benchmarks; ➤ ensuring that succession planning is considered; ➤ overseeing the Group's strategies, business conduct, financial position and performance to ensure long-term business sustainability for its shareholders and other stakeholders; ➤ ensuring the adequacy and effectiveness of the Group's risk management framework and internal control system; ➤ ensuring that the Group's strategies, plans and risk management take into account sustainability consideration; ➤ ensuring that appropriate corporate disclosure policies and procedures are in place; and ➤ ensuring that appropriate governance structures are in place. <p>During the financial year ended 31 December 2025, the Board's key focus were on:</p> <ul style="list-style-type: none"> ➤ the Group's business performance and strategic plans. ➤ managing succession planning including board diversity. ➤ dividend decisions. ➤ the integrity of financial and non-financial reporting.

	<ul style="list-style-type: none"> ➤ related party transactions and/or recurrent related party transactions review. ➤ managing conflict of interest (“COI”) situation, including potential COI. ➤ external auditors’ report on audit findings and updates. ➤ reviewing year end corporate statements/reports, internal audit, risk assessment analysis reports and sustainability matters reports. ➤ reviewing risk management, internal control and sustainability framework. ➤ incidence or suspicion of fraud updates, if any. ➤ Board, Board Committees and individual Director’s evaluation. ➤ adapting the use of digital tools for communications and shareholders’ engagement. ➤ adopting of applicable best practices under the Malaysian Code on Corporate Governance. <p>Moving forward, the Board’s focus is to:</p> <ul style="list-style-type: none"> ➤ monitor business strategy and performance. ➤ explore new business opportunities including business diversifications. ➤ promote and enhance the Group’s environment, social and governance (“ESG”) practices and disclosures. ➤ continue succession planning for Directors and Senior Management. ➤ align policies and procedures with applicable new laws and regulations. ➤ assess and advocate the adoption of corporate governance best practices which are not implemented currently.
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 1.2

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 led by Mr. Ho Kim Swee @ Ho Kian Guan, an experienced Executive Chairman ("EC").</p> <p>The EC's roles and responsibilities are to:</p> <ul style="list-style-type: none"> ➤ provide leadership to the Board. ➤ ensure that the Board effectively discharges its fiduciary duties. ➤ ensure Board members receive all necessary information for them to perform their duties. ➤ lead and ensure efficient and effective conduct of the Board meetings and that sufficient time is given for consultation and decision-making. ➤ ensure Board Committees function properly. ➤ promote constructive and respectful relationship between the Board members and between the Board and the Management. <p>The EC, with the assistance of the Company Secretary:</p> <ul style="list-style-type: none"> ➤ leads the Board in the adoption and implementation of good corporate governance practices. ➤ schedules Board meetings and discussions. ➤ ensures relevant and necessary board papers are disseminated to the Board members on a timely basis. <p>The roles and responsibilities of the EC are clearly specified in the Board Charter, which is available on the Company's website.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>The positions of the Executive Chairman ("EC") and Managing Director ("MD") are held by different individuals. Mr. Ho Kim Swee @ Ho Kian Guan is the EC whilst Dato' Ho Cheng Chong @ Ho Kian Hock is the MD. Their roles and responsibilities are separated and clearly defined in the Board Charter, with clear division of responsibilities, to ensure proper balance of power and authority, so that no individual has unfettered powers on decision-making.</p> <p>The EC is primarily responsible for instilling and implementing good corporate governance practices, leaderships and effectiveness of the Board whereas the MD oversees the Group's day-to-day operations and is primarily responsible for the financial performance and development of the Group's strategies, with support from the senior management team.</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 :	The Chairman of the Board, Mr. Ho Kim Swee @ Ho Kian Guan, is not a member of the Audit Committee, Nominating Committee and Remuneration Committee of the Company. This practice is also embedded in the Board Charter. The non-involvement of the Board Chairman in the Board Committees promotes check and balance as well as objective review by the Board when Board Committees put forward their recommendations.
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 Company Secretaries in discharging their duties. Both the Company Secretaries are Associate members of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA) and qualified Chartered Secretaries under Section 235(2) of the Companies Act 2016.</p> <p>The Company Secretary attends all Board and Board Committee meetings and is responsible to ensure that meeting procedures at all Board and Board Committee meetings are adhered to, and deliberations and conclusions are recorded.</p> <p>The Company Secretary play an advisory role to the Board, particularly with regards to:</p> <ul style="list-style-type: none">➤ company constitutional matters.➤ Board's reserved matters and roles and responsibilities.➤ corporate governance matters.➤ professional development requirements.➤ compliance with corporate law, listing requirements and the Malaysian Code on Corporate Governance ("MCCG").➤ regulatory changes such as amendments to the listing requirements, Companies Act 2016 and MCCG. <p>The Company Secretary constantly keeps abreast with regulatory changes and corporate governance developments through relevant conferences and training programmes.</p> <p>All Directors have unfettered access to the advice and services of the Company Secretary.</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

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>An annual calendar of Board meetings, Board Committees meeting and Annual General Meeting is circulated in advance of each new year to facilitate planning by the Directors.</p> <p>All Directors are furnished with meeting agendas and Board papers at least seven days prior to each Board meeting. The Board papers encompass all aspects of the matters being considered, enabling the Board to look at both the quantitative and qualitative factors so that informed decision are made.</p> <p>Sufficient time is given to enable the Directors to read and understand the matters to be deliberated on, and where necessary, to seek clarification or further explanation and/or details from the Management, before the meetings.</p> <p>The Board Committee meetings are convened separately from the Board meeting to enable objective and independent discussions.</p> <p>The Directors are also accessible to the Management for information or exchange of views and are entitled to seek independent professional advice where necessary and in appropriate circumstances, at the expense of the Company in furtherance of their duties.</p> <p>All pertinent issues discussed at the Board and Board Committees meetings in arriving at the decisions and conclusions are properly recorded by the Company Secretary, including matters where Board Committee members and/or Directors abstained from deliberation and voting. Action items identified during Board and Board Committees are highlighted for follow-up by Management. Draft minutes of Board and Board Committees meetings are circulated for comments prior to confirmation at the next meeting.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		

Measure	:		
Timeframe	:		

Intended Outcome

There is 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 Charter acts as a source of reference and primary induction material in providing insights to Board members and senior management. It sets out the roles and responsibilities of the Board (individually and collectively).</p> <p>Among others, the Board reserves full rights on matters relating to:</p> <ul style="list-style-type: none">➤ conflict of interest issues;➤ material acquisitions and disposals of assets not in the ordinary course of business;➤ significant capital expenditures;➤ strategic investments, mergers and acquisitions and corporate exercises;➤ limits of authority;➤ treasury policies;➤ risk management policies; and➤ key human resource issues. <p>The matters listed above are not exhaustive and may be amended by the Board, where necessary.</p> <p>The Board has formed three Board Committees, namely Audit Committee, Nominating Committee and Remuneration Committee to assist in discharging its responsibilities. Each Board Committee is guided by its respective charter which spells out its duties and authorities.</p> <p>The Board Charter was last reviewed by the Board on 25 November 2022 and is available on the Company's website at https://my.keckseng.com.</p>
Explanation for departure	:	

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

Measure :		
Timeframe :		

Intended Outcome

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>All Directors and employees are required to uphold high ethical standards and professional conduct at all times, guided by the Code of Conduct and Ethics ("Code"), Anti-Bribery & Anti-Corruption ("ABAC") Policy and Conflict of Interest ("COI") Policy.</p> <p>The Code covers the following:</p> <ul style="list-style-type: none">➤ labour standards and practices.➤ ethical standards and anti-corruption.➤ safety, health and environmental.➤ conflict of interest. <p>It also covers consequences of breaching the Code and circumstances where the Code may be waived.</p> <p>ABAC Policy sets out rules and guidance to Directors, employees and stakeholders who work for and/or act for or on behalf of the Group on how to deal with improper solicitation, request for bribes and other corrupt activities and issues that may arise in the course of business.</p> <p>Whilst COI Policy sets out situations where a conflict of interest may arise, when and how to declare such situations and how to deal with them.</p> <p>The Code, ABAC Policy and COI Policy are available on the Company's website.</p> <p>The ABAC Policy was last reviewed by the Board on 28 August 2025.</p>
Explanation for departure	:	

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

Measure :		
Timeframe :		

Intended Outcome

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

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

Practice 3.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>Employees are encouraged to raise genuine concerns on any breach in the Company's Code of Conduct and Ethics, Conflict of Interest Policy or incidences of suspected and/or misconduct, wrongdoings, corruption, fraud, waste and/or abuse of resources. The Company's Whistleblowing Policy provides an avenue on which genuine complaints can be raised and channelled to any Senior Management, Managing Director, Chairman of the Audit Committee ("AC") and/or the Head of Internal Audit.</p> <p>The Whistleblowing Policy accords the whistleblower with protection of confidentiality of identity, to the extent reasonably practicable and protection from unfair dismissal, victimisation, demotion, suspension, intimidation, harassment and discrimination if the report was made in good faith.</p> <p>There was no whistleblowing report received by the AC during the financial year.</p> <p>The Whistleblowing Policy was last reviewed by the Board on 28 August 2025 and is available on the Company's website at https://my.keckseng.com.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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 Group is committed to operating in a responsible and sustainable manner that facilitates the delivery of holistic, long-term value to the shareholders and the community at large while also contributing to the conservation of the environment.</p> <p>The Board together with Senior Management is responsible for establishing and maintaining an appropriate risk management framework that ensures that material risks and sustainable matters are identified, managed, monitored and reported.</p> <p>Risk Management and Sustainability Committees are formed by the respective key business units and led by the respective Senior Management personnel to assist the Managing Director in identifying, managing and reporting sustainability matters ("SM") of the Group. The SM are rated, ranked and assessed based on respective Business Divisions'/Units' Material Sustainability Matters.</p> <p>The Group's sustainability governance structure can be found in the Sustainability Statement of Annual Report 2025.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Company has established practices for respective stakeholder groups and remains committed to communicate effectively with its shareholders and other stakeholders on the Company’s sustainability strategies, priorities, targets as well as performance against these targets. The well-being of customers, employees, other stakeholders, and the environment is crucial to sustain the Group’s long-term performance. As such, the Board factors these sustainability considerations into business strategies/plans.</p> <p>The comprehensive description of the Group’s sustainability practices, ESG performance data and corporate social responsibility initiatives are contained in the Sustainability Statement in the Annual Report 2025.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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 stays updated on sustainability issues through regular updates by the corporate compliance team, discussions with Senior Management, reviewing sustainability-related articles, and participating in professional development updates and programmes. In addition, the impacts that relate to sustainability themes such as compliance with law and regulations, minimum wages, cyber threats etc. are constantly brought up in the board room for discussion and awareness.</p> <p>In view of the increased interest from stakeholders and regulators on matters relating to sustainability, the Group will continue to engage its stakeholders and explore further improvement in conducting the business in a more sustainable manner. The Board is also mindful of the need to keep abreast of the external trends.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.4

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	<p>The Nominating Committee ("NC") with the assistance of the Company Secretary carries out annual assessment and evaluation on the individual Directors, Board and Board Committees. The assessment process encompasses amongst others a review on:</p> <ul style="list-style-type: none"> ➤ the required mix of skills, knowledge, professional background, experience of the Board; ➤ the performance of the Board in addressing the Company's material sustainability risks and opportunities; ➤ the performance and effectiveness of the Board and Board Committees; and ➤ the contribution of each individual Director in carrying out their duties and responsibilities. 	
		<p>Annual performance appraisal for Senior Management personnel is under the purview of the Managing Director and Executive Directors and is conducted together with the staff annual salary increment and bonus evaluation exercise. Senior Management personnel are appraised on:</p> <ul style="list-style-type: none"> ➤ how well their Business Division/Unit have performed; ➤ how have they contributed to the performance of their Business Division/Unit; and ➤ how have they addressed their Business Division'/Unit's sustainability risks and opportunities. 	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	The NC will consider developing the criteria or key performance indicator for the performance evaluation of the Senior Management in addressing material sustainability risks and opportunities.	
Timeframe	:	Others	Within 5 years

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 Nominating Committee ("NC") is tasked with the following responsibilities to ensure that the Board comprises an appropriate mix of skills, knowledge, experience, independence, competencies and diversity:</p> <ul style="list-style-type: none"> ➤ consider and recommend to the Board, potential candidate(s) to be appointed as Director(s) based on the criteria set out in the Directors' Fit and Proper Policy. ➤ review and assess the tenure, performance and contribution of the retiring Directors including the fit and proper criteria prior to recommending to the Board for approval by the shareholders. ➤ Assess annually, the independence of each Independent Director. ➤ Assess annually, the structure, size and composition of the Board and Board Committees as well as the effectiveness of the Board and each Director, and Board Committees. <p>The NC had in February 2026 reviewed and assessed the performance and contribution of the retiring Director as well as his fit and proper declaration. The NC concluded that the retiring Director met the fit and proper criteria set out in the Directors' Fit and Proper Policy and have carried out his duties and responsibilities effectively. The NC then recommended the re-election of the retiring Director to the Board and subsequently to the shareholders for approval at the annual general meeting.</p> <p>Based on the annual assessment carried out for financial year 2025, the NC was satisfied that the:</p> <ul style="list-style-type: none"> ➤ current Board and Board Committees composition met the requirement of the Group; ➤ individual Directors, Board and Board Committees had carried out their duties and responsibilities effectively; ➤ Director due for re-election, met the fit and proper criteria set out in the Company's Fit and Proper Policy; and ➤ Independent Non-Executive Directors remain independent.
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	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>As at 31 December 2025, the Board comprises ten Board members, as follows:</p> <ul style="list-style-type: none">(i) Executive Chairman;(ii) Managing Director;(iii) three Executive Directors (“EDs”);(iv) two Non-Independent Non-Executive Directors; and(v) three Independent Directors (“IDs”). <p>Even though the current board composition does not comply with Practice 5.2, the number of IDs which make up of one-third of the composition of the Board complies with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“MMLR”). Their presence provides checks and balances on the Board as they are independent and free from any relationship with the EDs, major shareholders or Management of the Company. Thus, they can provide unbiased and independent views during Board deliberations and decision making, taking into account the interests of the Group and minority shareholders.</p> <p>The IDs are of high calibre with diversified background and wide skills. They are able to contribute their expertise and experience in discharging their duties and responsibilities by bringing in external perspective and exercising independent judgement with unbiased views to foster greater objectivity in boardroom.</p> <p>The Nominating Committee had on 26 February 2026 assessed the tenure and level of independence of the IDs and concluded that they met the criteria of “independence” under the MMLR. The Board will continue to assess the composition and size of the Board on an ongoing basis to ensure the needs of the Company are met.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Although currently less than half of the Board comprises independent directors, the Board remains committed to upholding principles of independence and transparency. The NC will continue to review the

	composition of the Board to ensure alignment with best practices and regulatory requirements.	
Timeframe	:	Others
		On-going

Intended Outcome

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

Practice 5.3

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

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

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>The Board and the Nominating Committee ("NC") are fully aware that shareholders' approval through a two-tier voting process is required to retain an Independent Director ("ID") who has served in the Board in that capacity for more than nine years.</p> <p>The Company however does not have a policy limiting the tenure of its IDs to nine years and the Board has taken the decision that it will not seek shareholders' approval at each Annual General Meeting ("AGM") for the re-appointment of an ID who has served the Board for more than nine years and conduct the two-tier voting process.</p> <p>Mr Tai Lam Shin and Encik Mahathir Bin Mohamed Ismail have served as Independent Non-Executive Directors ("INEDs") of the Company since 26 June 2014 and 23 June 2015 respectively. The Board, upon its annual assessment on the independence of the INEDs, has concluded that neither Mr Tai Lam Shin nor Encik Mahathir Bin Mohamed Ismail has been compromised by their extended tenure. Both continue to demonstrate the ability to exercise independent judgement, provide objective views, and act in the best interest of the Company at all times. They also meet the independence criteria set out in the Main Market Listing Requirements ("MMLR").</p> <p>Notwithstanding that, Mr Tai Lam Shin, who will reach his 12-year tenure on 26 June 2026, had indicated that he will not seek re-election as Director at the upcoming AGM and shall retire upon the conclusion of the AGM.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	The NC is satisfied that the independence of the INEDs remain intact. Nevertheless, the Board will continue to assess the need of limiting the

	tenure of INEDs to not exceed a cumulative period of 9 years from the date of his/her first appointment as an INED.	
Timeframe	:	Within 3 years

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 Nominating Committee (“NC”) is responsible for ensuring that suitable candidates are admitted to the Board. The NC evaluates the suitability of a candidate for appointment or re-election as Director of the Board based on the following 4 main criteria:-</p> <ul style="list-style-type: none">• Probity, character, and integrity;• Experience and competency;• Time and commitment; and• Financial integrity. <p>The NC recognises that the current Board composition consists of members that bring about diverse gender, skills, knowledge, expertise, experience, professionalism, integrity, competencies and independence. The current Board comprising Directors with various professional backgrounds in the fields of:</p> <ul style="list-style-type: none">➤ banking.➤ accounting and auditing.➤ finance.➤ legal.➤ property development.➤ business management.➤ plantation.➤ commodities and securities. <p>Board members are expected to devote sufficient time in discharging their duties and responsibilities. Based on the annual assessment carried out for financial year 2025, the Board was satisfied with the level of time commitment given by the Directors towards fulfilling their roles and responsibilities. None of the Directors hold more than five directorships in listed issuers and no politician was appointed to the Board.</p> <p>Details of the Directors’ other directorships can be found under the Directors’ Profile in the Annual Report 2025.</p>

	For the appointment of Senior Management, it is based on predetermined criteria that includes skill sets, integrity and leadership qualities, driven by their respective job descriptions.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.6

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Nominating Committee (“NC”) is tasked with reviewing the Board composition and is authorised to recommend the appointment of any new executive or non-executive Directors to the Board. In formulating these recommendations, the Chairman of the NC must consult with the Directors, ensuring that their input is reflected in the recommendations.</p> <p>Candidates may be identified through recommendations from Directors, Management, advisors, business associates and any other external parties and professional bodies.</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 profile of the Directors seeking re-election such as nationality, age, gender, working experience, directorships in other listed issuers as well as family relationship with any Director and/or major shareholder of the Company and conflict of interest situation(s) was disclosed in the Annual Report 2025 to enable shareholders to make informed decisions on the re-election of Directors.</p> <p>The Board through the Nominating Committee (“NC”), assessed the performance and effectiveness of the retiring Directors based on a set of predetermined criteria and procured fit and proper declaration from them. The Board concluded that the retiring Directors have met the fit and proper criteria set out in the Company’s Fit and Proper Policy.</p> <p>In addition, the Board also provided in the Explanatory Notes to the Notice of the Annual General Meeting, a brief description of the Directors seeking re-election as well as the Board’s statement relating to the reasons to support the NC’s recommendation for the re-election.</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 Nominating Committee is chaired by Encik Mahathir Bin Mohamed Ismail, an 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% women directors.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>The Board acknowledges the benefits of having a diverse Board including gender diversity and believes that a diverse Board will leverage differences in opinion, perspective and insights.</p> <p>The Company currently has two (2) women Directors, representing 20% women representation on the Board.</p> <p>The Board is guided by its Diversity Policy in supporting the aspirational target of 30% representation of women directors. In line with this, the Board remains committed to identifying and sourcing suitable candidates as part of its ongoing board renewal process. All board appointments are based on objective criteria and merit, ensuring selections are made without discrimination, and that the best candidates are chosen to serve the interests of the Company.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	The NC remains committed to identifying qualified female candidates to enhance board governance and effectiveness while moving the Company towards achieving the target of 30% female representation.
Timeframe	:	Within 2 years

Intended Outcome

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

Practice 5.10

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board is supportive of gender diversity and remains committed to improve women participation in all levels of the organisation, including appointment of candidate to the Board, management, officers and employees. It aims to achieve the aspirational 30% target for women representation on Board and is committed to have more women participation at senior management level.</p> <p>The Diversity Policy is available on the Company’s website. Details of the Group’s gender diversity of the Board, management and employees can be found in the Corporate Governance Overview Statement and Sustainability Statement respectively, in the Annual Report 2025.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 6.1

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

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

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
Application	: Departure
Explanation on application of the practice	:
Explanation for departure	: <p>The Board did not engage an external independent consultant to undertake a formal annual evaluation of the Board, Board Committees and each individual director for the financial year ended 31 December 2025 (“FY 2025”). However, the Company has in place a formal process for assessment of the effectiveness of the Board as a whole, the Board Committees and the contribution by each Director, facilitated by the Company Secretary making reference to the guidelines available and good corporate governance practices.</p> <p>The Nominating Committee (“NC”) had on 26 February 2026 conducted an annual assessment and evaluation on the effectiveness of the Board, Board Committees and the contribution of each individual director for FY 2025 based on a combination of peer and self-assessment method via customised questionnaires which are premised on qualitative and quantitative criteria. The assessment results were deliberated by the NC, and the same together with the feedbacks and inputs provided by the Directors were subsequently presented to the Board. The outcome of the assessment was properly documented.</p> <p>Based on the annual assessment for FY 2025, the NC concluded that the Board and the respective Board Committees continue to operate effectively, and each Director has demonstrated commitment to their role and continue to operate effectively. In terms of Board’s skills set, the NC concluded that the Board has appropriate mix of skills, knowledge, competency and experience to meet the Company’s objectives and strategic goals.</p>

	The peer and self-assessment also helped individual Directors to understand and determine their upskilling or development needs.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	The NC does not recommend an external independent consultant at the moment as the Board considers the assessment described above to be effective for the Company than prescribing an external consultant in carrying out the annual assessment of the Board and Board Committees as well as the contribution and performance of each director. Nevertheless, the NC will continue to assess the need of engaging the services of independent experts moving forward.
Timeframe	:	Others
		On-going

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 in place a Remuneration Policy for Directors and Senior Management ("SM") which sets out the criteria applied in recommending the remuneration package of the Directors (including the remuneration of Non-Executive Directors which requires shareholders' approval) and SM of the Group.</p> <p>The Remuneration Committee is responsible for reviewing the remuneration package of the Directors annually. The Directors' remuneration packages are structured to ensure that they are competitive and sufficient to attract, retain and motivate people of calibre to manage the Company successfully. With regards to SM's remuneration packages, it is reviewed annually together with the other employees' annual increment evaluation and is under the purview of the Managing Director.</p> <p>Directors' fee and benefits paid reflect the individual director's engagement, attendance, responsibilities, and their contributions across various Board and Board Committees.</p> <p>The remuneration of the Executive Directors ("ED") and SM is based on the responsibilities, including managing and addressing material sustainability risks and opportunities undertaken by the respective ED and SM. Consideration is also made to ensure that the package is competitive, able to attract, retain and motivate the ED and SM.</p> <p>The Remuneration Policy and Procedures for Directors and SM is available at the Company's website.</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	:	<p>The Remuneration Committee (“RC”) consists of three Independent Non-Executive Directors and one Non-Independent Non-Executive Director.</p> <p>The RC reviews and recommends the remuneration of the Executive Directors of the Company for Board’s approval pursuant to the RC’s Charter as well as the remuneration of Non-Executive Directors for shareholders’ approval. The remuneration package of the Senior Management is under the purview of the Managing Director.</p> <p>The RC Charter which deals with its authority and duties is available on the Company’s website.</p> <p>The Directors who are also shareholders of the Company had abstained from voting on the resolution pertaining to approval of their own fees during the 55th Annual General Meeting held in May 2025.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 8.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The details of the remuneration of Directors of the Company comprising remuneration received/receivable from the Group and the Company during the financial year ended 31 December 2025 are appended in the page below.</p> <p>Notes to be read in conjunction to the table appended below:</p> <ul style="list-style-type: none">a) Mr. Ho Chung Hui (no. 6) is Alternate Director to Ms. Lee Huee Nan @ Lee Hwee Leng. He also assumes the position of Commercial/Corporate Director of the Company.b) Mr. Ho Chung Kiat, Sydney (He Chongjie, Sydney) (no. 12) is Alternate Director to Mr. Ho Eng Chong @ Ho Kian Cheong.c) "Other emoluments" include employer's contributions to Employees Provident Fund ("EPF").d) Negative figures indicate adjustment for over-provision to EPF contributions in prior year.

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Mr. Ho Kim Swee @ Ho Kian Guan	Executive Director	157	7	1,584	773	0	33	2,554	161	7	1,834	773	0	33	2,808
2	Dato' Ho Cheng Chong @ Ho Kian Hock	Executive Director	122	7	3,498	1,696	28	72	5,423	138	7	4,156	1,696	28	85	6,110
3	Mr. Ho Chung Kain (He ChongJing)	Executive Director	122	7	594	327	0	110	1,160	138	7	759	327	0	110	1,341
4	Ms. Lee Huee Nan @ Lee Hwee Leng	Executive Director	122	7	594	327	0	97	1,147	138	7	594	327	0	96	1,162
5	Mr. Liew Foong Yuen	Executive Director	122	6	277	(28)	0	31	408	122	6	277	(28)	0	31	408
6	Mr. Ho Chung Hui (Alternate to Ms. Lee Huee Nan @ Lee Hwee Leng)	Non-Executive Non-Independent Director	0	7	594	327	0	110	1,038	16	7	759	327	0	110	1,219
7	Mr. Ho Eng Chong @ Ho Kian Cheong	Non-Executive Non-Independent Director	122	7	0	0	0	0	129	122	7	0	0	0	0	129
8	Mr. Too Hing Yeap @ Too Heng Yip	Non-Executive Non-Independent Director	157	12	0	0	0	0	169	157	12	0	0	0	0	169
9	Mr. Tai Lam Shin	Independent Director	167	15	0	0	0	0	182	167	15	0	0	0	0	182
10	Encik Mahathir Bin Mohamed Ismail	Independent Director	177	15	0	0	0	0	192	177	15	0	0	0	0	192
11	Dato' Dr. Zaha Rina Binti Zahari	Independent Director	157	15	0	0	0	0	172	157	15	0	0	0	0	172
12	Mr. Ho Chung Kiat, Sydney (He ChongJie, Sydney)	Non-Executive Non-	0	0	0	0	0	0	0	0	0	0	0	0	0	0

	(Alternate to Mr. Ho Eng Chong @ Ho Kian Cheong)	Independent Director														
13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
14	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
15	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

Intended Outcome

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

Practice 8.2

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Board is of the view that it is not in the best interest of the Company to disclose on a named basis the remuneration of the top five Senior Management's ("SM") remuneration component, particularly in light of the sensitivities around the competitive market environment.	
		The Company however disclosed the top five SM's remuneration in bands of RM50,000 but excludes the details. The total remuneration paid to employees are also made available in the Notes to the Financial Statements of the Annual Report 2025 which allows stakeholders to make an appreciable link between the Company's overall remuneration structure and the Company's performance.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	The Board will ensure that the remuneration of the SM is equitable and commensurate with their individual performance and level of responsibility as well as the demand, complexities and performance of the Company, with due consideration to attract, retain and motivate people of calibre. The Board and the Remuneration Committee are guided by the principle that there should not be excessive payment for remuneration.	
Timeframe	:	Others	On-going

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 Audit Committee (“AC”) is Mr. Tai Lam Shin, an Independent Non-Executive Director, while the Chairman of the Board is Mr. Ho Kim Swee @ Ho Kian Guan, who is not a member of the AC.</p> <p>Having the positions of Board Chairman and Chairman of the AC assumed by different individuals, it allows the Board to objectively review the AC’s findings and recommendations with unfettered objectivity and uphold the overall effectiveness and independence of the AC.</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 recognises the need to uphold the independence of the External Auditors from the Board and Management. The Audit Committee Charter currently provides that a former key audit partner is required to observe a cooling off period of at least three years before being appointed as a member of the AC as to safeguard the integrity and independence of the audit process.</p> <p>As at to-date, none of the members of the AC are former key audit partners of external audit firm(s) servicing 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

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 Audit Committee ("AC") on an annual basis, assesses the independence and effectiveness of the External Auditors ("EA") in performing the audit before recommending their re-appointment as the Company's EA. The AC also reviews the nature and extent of non-audit services rendered by the EA during the financial year to ensure that the provision of these services did not compromise their independence and objectivity.</p> <p>Guided by its Charter, the AC had on 7 April 2026 assessed the EA, Ernst & Young PLT on their quality of services, sufficiency of resources, communication and interaction, independence, objectivity and professional scepticism for the financial year ended 31 December 2025.</p> <p>During the audit plan review for the financial year ended 31 December 2025, the EA have also confirmed their independence in accordance with the By-laws of the Malaysian Institute of Accountants and the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants' independence requirements.</p> <p>Ernst & Young PLT has briefed the AC on its Transparency Report 2025 and based on the assessment results, the AC was satisfied with the suitability of Ernst & Young PLT in terms of professional staff assigned to the audit, the quality of services and sufficiency of resources provided to the Group. The AC recommended to the Board on the re-appointment of Ernst & Young PLT as EA of the Company for the ensuing year.</p> <p>The External Auditors' Independence Policy can be found on the Company's website.</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 :	Not Adopted
Explanation on adoption of the practice :	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.5

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 current members of the Audit Committee ("AC") possess a wide range of skills, knowledge and the requisite financial literacy to discharge its duties effectively. The qualification and experience of the individual AC members are disclosed in the Directors' Profile in the Annual Report 2025.</p> <p>In order to equip themselves and effectively discharge their duties as AC members, all of them had participated in relevant continuous professional development programmes as detailed in the Corporate Governance Overview Statement of Annual Report 2025. In addition, the AC receives updates on new accounting standards from the Company's External Auditors.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 10.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board is responsible for establishing and maintaining a sound system of risk management framework and internal control system that is designed to provide reasonable assurance regarding the effectiveness and efficiency of operations, as well as compliance with applicable laws and regulations. A well-structured risk management framework and internal control system are fundamental in protecting the investments of shareholders, the interests of stakeholders and the assets of the Group.</p> <p>The Audit Committee ("AC") supports the Board in:</p> <ul style="list-style-type: none">➤ overseeing the Group's risk management framework and internal control function;➤ assessing the adequacy and efficacy of the Group's risk management framework and internal control system;➤ reviewing and reporting on significant risks and material sustainability matters identified and ensuring that mitigating measures are in place; and➤ reviewing the extent of compliance with applicable laws and regulations, and policies and procedures. <p>The Group's internal audit function is carried out by its dedicated in-house Internal Audit Department ("IAD"). The IAD reports directly to the AC and supports the AC in discharging its responsibility. This line of reporting promotes independence and allows the IAD to have unrestricted access to operations, records, property and personnel within the Group.</p> <p>Risk Management and Sustainability Committees ("RMSC") are formed by the respective operating business units and led by the respective Senior Management personnel to assist the Managing Director in performing regular risk and/or sustainability assessments. Measures taken to mitigate those risks or sustainability matters ("SM") are recorded in the risk assessment analysis reports and SM reports. The identified risks and SM are then reported to the AC for review and deliberation.</p> <p>For detailed information, please refer to the Statement on Risk Management and Internal Control of Annual Report 2025.</p>

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

Intended Outcome

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

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

Practice 10.2

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>To ensure that the Group’s objectives are achieved within the set risk limits, the current risk management and internal control framework is formulated based on the Group’s culture, needs, size and business diversity. The identified risks are assessed, rated based on their financial/reputational impacts and mitigating measures taken. Risk Dashboards are then drawn up to assist in identifying high risk areas which would require the attention of the Executive Directors. The risk dashboards together with the detailed Risk Assessment Analysis (“RAA”) reports are reported to the Audit Committee (“AC”) and the Board based on the annually approved RAA work schedule.</p> <p>The AC had reviewed the risk dashboards and RAA reports during the financial year ended 31 December 2025 and concluded that the current risk assessment framework is adequate in identifying, assessing, addressing and monitoring the risks of the Group.</p> <p>The key features of the risk management framework and internal control system of the Group are disclosed in the Statement on Risk Management and Internal Control of the Company’s Annual Report 2025.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 10.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome

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

Practice 11.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The internal audit function is carried out by the Group's in-house Internal Audit Department ("IAD"), who reports directly to the Audit Committee ("AC") and supports the AC in discharging its duties and responsibilities. The IAD is governed by the Internal Audit Charter and performs its duties independently.</p> <p>Annually, the AC will approve the IAD's annual audit plan and assess:</p> <ul style="list-style-type: none"> ➤ the internal auditors' independence, performance and effectiveness; ➤ the adequacy of the IAD's scope of work, function, competency and resources; and ➤ whether the internal audit plan and external audit programs are effectively co-ordinated. <p>In addition, the AC meets the Head of IAD at least once annually without the presence of Management. The Head of IAD has unfettered access to the AC, the Board and Management as well as the Group's documents, records, properties and personnel. During the financial year under review, one private meeting was held on 7 April 2025 with the AC to discuss audit related matters.</p> <p>The AC was satisfied with the adequacy of the scope, functions, competency and resources of the internal audit functions of the Group for the financial year ended 31 December 2025.</p> <p>Details of the internal audit function is set out in the Statement on Risk Management and Internal Control and AC Report of the Annual Report 2025.</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	:		
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Intended Outcome

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

Practice 11.2

The board should disclose–

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Internal Audit Department (“IAD”) consists of four independent associates and is headed by Ms. Suenitha Chupaya until 31 May 2025. Effective 1 June 2025, the IAD is headed by Ms. Ellyza Binti Md Jefri, a qualified Accountant registered with the Malaysian Institute of Accountants, the Association of Chartered Certified Accountants, UK and the Institute of Internal Auditors, Malaysia. The IAD associates consist of one (1) Qualified Professionals and three (3) Accounting & Finance Degree Holders. The appointments and resignations of the internal auditors are under the purview of the Audit Committee.</p> <p>All members of the internal audit team maintain independence from any family relationship with any Director and/or major shareholder of the Company, as well as from any conflict of interest, which could impair their objectivity and independence.</p> <p>The internal audit is conducted using a risk-based approach and in accordance with the International Professional Practice Framework (IPPF).</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 12.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board acknowledges the importance of timely and effective dissemination of sufficient and useful information to the shareholders and stakeholders. The Board is responsible in ensuring that the necessary disclosures are in compliance with legal and regulatory requirements. All shareholders and investing public have equal access to the material information released by the Company.</p> <p>The Company's website which is accessible to the public contains all information relating to the Company, corporate announcements, quarterly financial results, Annual Report, Company's policies and procedures and/or operation reviews so as to promote a closer association with its stakeholders.</p> <p>The Board regards the Annual General Meeting ("AGM") as the principal forum for meaningful engagement between the Board, Management and shareholders of the Company. Shareholders are encouraged to ask questions and seek clarifications during the AGM. The Annual Report contains vital source of information for existing and potential investors and stakeholders.</p> <p>In addition, the Company has adopted the Corporate Disclosure Policies and Procedures which provides guidance for disclosure of material information in accordance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.</p> <p>The Corporate Disclosure Policy is available on the Company's website.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

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

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

Practice 12.2

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Annual Report 2025 of the Company provides stakeholders with a balanced, comparable and meaningful overview of the Company information.	
		The Annual Report 2025 contained the Management Discussion and Analysis, Corporate Governance Overview Statement, Statement on Risk Management and Internal Control, Audit Committee Report, Sustainability Statement, Audited Financial Statements and etc. which have provided a fairly comprehensive overview on the Company's financial and non-financial information.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	The Board will consider moving towards a more integrated approach from its existing reporting and will consider the adoption of integrated reporting at an appropriate.	
Timeframe	:	Others	On-going

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 55th Annual General Meeting (“AGM”) of the Company was held on 29 May 2025. The Notice of the 55th AGM and the Annual Report 2024 were issued and made available on the Company’s website at least 28 days prior to the meeting to accord sufficient time to the shareholders to prepare for the meeting and make informed decisions.</p> <p>The forthcoming 56th AGM is to be held on 29 May 2026 in Johor Bahru and the Notice of the 56th AGM (including details of the resolutions proposed along with relevant explanatory notes), proxy form and Administrative Guide for the 56th AGM were issued and made available on the Company’s website on 30 April 2026 which is more than 28 days prior to the AGM.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 13.2

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	:	All Directors, Senior Management, External Auditors and Company Secretary attended the 55th Annual General Meeting (“AGM”) held on 29 May 2025 and meaningful responses were provided to questions raised by shareholders during the 55th AGM.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.3

Listed companies should leverage technology to facilitate–

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

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The 55th Annual General Meeting ("AGM") of the Company was conducted physically at Johor Bahru, nearby the head office of the Company.	
	:	The Board has opted for a physical platform for better engagement with shareholders as it allows better flow of two-way communication at the AGM. As all resolutions put to the 55th AGM were voted by poll in accordance with Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, shareholders who were unable to attend the meeting may appoint any person(s) or the Chairman of the meeting as their proxies to attend, participate, speak and vote on their behalf at the meeting.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	The Board will consider embracing the adoption of technology to facilitate remote shareholders' participation in future general meetings to allow broader shareholders' participation.	
Timeframe	:	Others	On-going

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 :	Shareholders were given the opportunity to ask questions and engage with the Board and/or Senior Management of the Company during the 55th Annual General Meeting ("AGM"). During the 55th AGM, ample time was allocated for the shareholders to pose questions and suggestions.
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 55th Annual General Meeting (“AGM”) held on 29 May 2025 were published on the Company’s corporate website on 14 July 2025 i.e. within thirty business days after the 55th AGM.
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

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

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

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