CORPORATE GOVERNANCE REPORT

STOCK CODE **:** 5657
COMPANY NAME **:** PARKSON HOLDINGS 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 PERSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA
Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application :	Applied		
Explanation on application of the practice :	The Board establishes the vision and strategic objectives of the Group and is entrusted with the responsibility in leading and directing the Group towards achieving its strategic goals, delivering sustainable value, and realising long-term shareholders value. The Board is primarily responsible for overseeing the implementation of strategies and plans by the Management, promoting good corporate governance culture and the governance of sustainability within the Group, overseeing the conduct of the Group's businesses, monitoring and evaluating the implementation of appropriate systems and framework to identify, analyse, manage and monitor principal risks, reviewing the adequacy and integrity of the Group's system of internal control, and ensuring effective communications with stakeholders. In discharging its duties and roles effectively, the Board is guided by the Board Charter, which sets out the composition, roles, responsibilities, powers, and processes of the Board, whilst the Board Committees are guided by their respective Terms of Reference. The Board Charter of the Company and the Terms of Reference of the Board Committees are available on the Company's website at www.lion.com.my/parkson.		
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 1.2

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	:	The Chairman is primarily responsible for ensuring Board effectiveness and leading the Board in its collective oversight of management. Y. Bhg. Tan Sri Cheng Heng Jem had stepped down as Chairman upon the appointment of the new Chairman, Y. M. Datuk Seri Utama Raja Nong Chik bin Dato' Raja Zainal Abidin, on 27 November 2025. The profile of the Chairman is set out in the Directors' Profile in the Annual Report. The roles and duties of the Chairman of the Board are clearly specified in the Company's Board Charter, which is available on the Company's website.	
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	:	The distinct and separate roles of the Chairman, the Managing Director ("MD") and the Executive Director ("ED") with clear division of responsibilities are set out in the Company's Board Charter. As of November 2025, the positions of Chairman, MD and ED are held by 3 individuals. The Chairman is Y. M. Datuk Seri Utama Raja Nong Chik bin Dato' Raja Zainal Abidin, the MD is Y. Bhg. Tan Sri Cheng Heng Jem and the ED is Ms Cheng Hui Yen, Natalie. The profiles of the Chairman, the MD and the ED are set out in the Directors' Profile in the Annual Report.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
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.

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'.			
Application	:	Applied	
Explanation on application of the practice	:	The Chairman is not a member of any Board Committees.	
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 1.5
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	:	The Company Secretaries of the Company, Ms Lim Kwee Peng, and Ms Choo Yoon May, are qualified Company Secretaries pursuant to Section 235 of the Companies Act 2016 ("CA 2016") and are Associates of The Malaysia Institute of Chartered Secretaries and Administrators. The appointment and removal of the Company Secretaries are subject to the approval of the Board. The Company Secretaries ensure that the deliberations of and decisions made by the Board and Board Committees are well documented, and subsequently communicated to the relevant Management for appropriate actions. The Company Secretaries update the Board and the Board Committees on the follow-up of their decisions and the implementation of recommendations by the Management. The Directors have access to the Company Secretaries for advice on their duties and obligations under the CA 2016 and updates on corporate governance matters, statutory and regulatory requirements, and other relevant legislations in addition to administrative matters. The Company Secretaries constantly keep themselves abreast of the evolving capital market environment, relevant statutory and regulatory changes, and development in corporate governance through continuous training. The roles and responsibilities of the Company Secretaries are set out in the Company's Board Charter.	
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 1.6
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	:	The Board, as a whole and its members in their individual capacities, have unrestricted access to complete information on a timely basis in the form and quality necessary for the discharge of their duties and responsibilities. Prior to each Board meeting, all Board members are furnished with the relevant documents and sufficient information to enable them to obtain a comprehensive understanding of the matters to be deliberated upon. The Board meets on a quarterly basis, with additional meetings convened as and when necessary. The meetings of the Board and Board Committees, and the Annual General Meeting ("AGM") for the period under review were scheduled before the start of the financial year to facilitate the Directors in planning ahead and incorporating the said meetings into their respective schedules to encourage maximum attendance. Notice of meetings setting out the agenda and the Board papers were circulated to all Directors at least 5 business days before the meetings, where possible, allowing sufficient time for the Directors to peruse the Board papers and seek clarifications or further details from the Management or the Company Secretaries before each meeting. Any Director may request matters to be included in the agenda. Urgent papers may be presented and tabled at meetings under the item "Other Matters", with the approval of the Chairman. Presentations and briefings by the Management and relevant external consultants, where applicable, were also organised as part of the proceedings of Board and Board Committees meetings to facilitate the Board's and Board Committees' understanding and decision-making. All proceedings of Board's and Board Committees' meetings were conducted separately and duly recorded in the minutes of each meeting and the signed minutes of each meeting were properly kept by the Company Secretaries. Minutes of the meetings were tabled for confirmation at the next meeting whilst the confirmed minutes of the Board Committees were presented to the Board for notation.

	During the financial year ended 31 December 2025, 4 Board Meetings were held. All Directors attended the 4 Board Meetings held, except for Y. M. Datuk Seri Utama Raja Nong Chik bin Dato' Raja Zainal Abidin who was appointed subsequent to the fourth Board Meeting.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

There is 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 :	As part of the corporate governance process, the Board had formalised and adopted the Board Charter which clearly sets out the composition, roles, responsibilities, powers and processes of the Board, and matters reserved for decision of the Board. In facilitating the discharge of duties by the Board, the Board Charter provides for delegation of responsibilities by the Board to Board Committees via approved Terms of Reference of each Board Committee and the reporting obligations by the Board Committees. The Board Charter sets out responsibilities of the Board to ensure effective interactions between the Management and the Board. The Board Charter also serves as reference criteria for the Board in the assessment of its own performance, individual Directors, and the Board Committees. Ultimately, the Board Charter reinforces the overall accountability of both the Board and the Management towards the Company and the stakeholders. The Board Charter which was last reviewed and updated in November 2025, is available on the Company's website.	
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	:	The Board in discharging its functions has observed Part A of the Code of Ethics for Company Director & Company Secretary issued by the Companies Commission of Malaysia ("CCM") which can be viewed from the CCM's website at www.ssm.com.my, the provisions of the CA 2016, and the principles of the Malaysian Code on Corporate Governance ("MCCG"). The Group has in place, a Code of Business Ethics and Conduct ("CoBEC") which covers the ethical values and principles of the Group and provides guidance on acceptable behaviour to all Directors and employees of the Group in operating and managing the Group's businesses and affairs. The CoBEC also sets out the key processes and procedures for the managing and reporting of conflict of interest ("COI"), potential COI and related activities in compliance with the Bursa Malaysia Securities Berhad ("Bursa Securities") Main Market Listing Requirements ("Listing Requirements") and further outlines the processes and related procedures for purposes of identifying, evaluating, approving, reporting and monitoring the COI, potential COI and related activities by Directors and Key Senior Management of the Company. The CoBEC is further supported by other policies which include the Whistleblower Policy, Anti-Bribery and Corruption Policy ("ABC Policy"), Competition Policy, Sexual Harassment Policy, Sustainability Policy, Procurement Framework, Integrity and Fraud Risk Policy, Occupational Safety and Health (OSH) Policy, and Personal Data Protection Compliance Framework of the Group. The ABC Policy reflects the Group's stand of zero tolerance against all forms of bribery and corruption, and its commitment to lawful and ethical conduct at all times. The ABC Policy further elaborates on the Group's core principles set out in the CoBEC and the Employee Code of Conduct, providing information and guidance to all directors, employees and other stakeholders of

	the Group concerning how to deal with improper solicitation, bribery and other corrupt activities and issues that may arise in the course of business. The CoBEC and other key policies are available on the Company's website under the section "Governance". All Directors and employees of the Group are expected to exercise caution and due care to safeguard confidential and price-sensitive information of the Group and its business associates from being misused including for personal benefits, at all times. In managing the exposure of such misuse of price-sensitive information to trading of shares or other securities, the Directors and principal officers are reminded on a quarterly basis of the prohibition of insider trading and the dealings in securities during closed periods in accordance with the relevant provisions of the Listing Requirements.	
Explanation for departure :		
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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	:	The Board does not condone any act of wrongdoings and views the possibility of them occurring and the harm they may cause to the Group seriously. Accordingly, the Board, via the commitment of the Management, ensures that a whistleblower policy and procedures are in place and implemented so that proper avenues are available for any such concerns, either real or suspected, to be raised, investigated, and addressed without fear of reprisal. The Whistleblower Policy is available on the Company's website.	
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 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	:	The Group's sustainability strategic direction is guided by the Board, with the Heads of Company/Business ("HOC/HOB") taking on the executive role for effective and efficient implementation, and driven via collaborations amongst various departments and Business Units across the Group. Each Business Unit has to establish a Management Sustainability Committee ("MSC") chaired by the HOC/HOB to assist the Board with the sustainability strategic direction. The MSC is responsible for steering, coordinating, and ensuring the effective and efficient implementation of the sustainability framework, which includes overseeing key sustainability risks and opportunities, stakeholder engagement, as well as materiality assessment. The MSC also oversees and monitors sustainability trends, including governance and reporting. The Sustainability Working Committee comprises members from middle management across the Business Unit's operations and is responsible for the day-to-day implementation of the sustainability strategies and plans. For Group level reporting, the Corporate Communications Department and the Group Risk Management and Compliance Department ("GRC") are liaising with the respective HOC/HOB and their teams towards disclosing sustainability governance requirements and practices. A common set of sustainability matters and indicators that are material and the management of such matters are disclosed in the Sustainability Statement in the Annual Report.

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<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
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</table>

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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Board recognises that stakeholder expectations, assessment and feedback are an integral part of the Company's sustainability strategy and initiatives, and continuously improve the Company's stakeholder (internal and external) engagement approach via various communication channels such as meetings, events, announcements to Bursa Securities and on social media, press releases etc. and shall endeavour to engage with the stakeholders via these channels.</td></tr>
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</table>

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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">With the leadership of the Board and role and responsibilities of Senior Management, the Group has embraced long-term value creation based on economic, environmental and social (“EES”) considerations underpinning sustainability, good governance and corporate responsibility since the early days of its operations. These values are reflected in our core values, policies and work practices across our operations which contribute to the development of the Group’s Sustainability Policy.

Pursuant to the Listing Requirements, Directors are required to attend the Mandatory Accreditation Programme (“MAP”) Part II which aims to provide directors with the foundation to address sustainability risks and opportunities effectively, and have a better oversight over the company’s material sustainability matters. Accordingly, all Directors of the Company including the newly appointed Director, had attended the MAP Part II during the financial year.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
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</table>

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 :	Effective board leadership and oversight require the integration of sustainability considerations in corporate strategy, governance, and decision-making. The Board together with the Management is responsible for the governance of sustainability in the Group by ensuring that the strategic plan of the Group supports and integrates long-term value creation that includes consideration and initiatives on EES aspects of the businesses and operations which underpin sustainability. The Group has applied the relevant Global Reporting Initiative Standards to carry out the materiality assessment to identify and prioritise sustainability topics for reporting based on their importance to the organisation and stakeholders. The assessment yielded 9 common sets of prescribed sustainability matters and material topics being the focal points for the Group. In conjunction with the Board Evaluation for the financial year ended 31 December 2025, the Nomination Committee had at its meeting held in February 2026 reviewed the results of the evaluation in which the Directors were also assessed on their commitment in (a) ensuring that environmental, social and governance risks and opportunities as well as stakeholders engagement were considered in the organisation's vision and strategy; and (b) enhancing comparability of sustainability of a common set of material sustainability matters and indicators, and that the organisation's sustainability strategy and initiatives were communicated to its internal and external stakeholders.	
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 company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.5- Step Up
The board identifies a designated person within management, to provide dedicated focus to manage sustainability strategically, including the integration of sustainability considerations in the operations of the company.

Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.		
Application	:	Adopted
Explanation on adoption of the practice	:	The HOC/HOB of the respective Division is the designated person responsible in managing the sustainability and related matters of the Division including development and implementation of company strategies, business plans, major plans of action and risk management. Heads of each business unit are accountable to the Board and their duties include goal-setting and performing specific sustainability initiatives and tasks corresponding with their roles and responsibilities.

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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Nomination Committee assesses and evaluates on an annual basis the performance and the effectiveness of the Board as a whole, the Board Committees, the independence of the independent Directors as well as the contribution of each individual Directors and Audit Committee members based on the criteria set out by the Board and in accordance with the respective Board Committee's Terms of Reference. In the Nomination Committee's evaluation, the tenure of each Director had also been reviewed.

The Nomination Committee had reviewed the performance and contribution of the following Directors who are retiring by rotation in accordance with the Company's Constitution at the 42nd AGM:

• Y. Bhg. Tan Sri Cheng Heng Jem
• Mr Ooi Kim Lai

Having been satisfied that the retiring Directors had discharged their duties and responsibilities effectively at all times, the Board had concurred with the Nomination Committee's recommendation to seek Shareholders' approval on their re-election.

Y. M. Datuk Seri Utama Raja Nong Chik bin Dato' Raja Zainal Abidin who was appointed on 27 November 2025, is also subject to retire at the 42nd AGM in accordance with the Company's Constitution.

The Board had concurred with the Nomination Committee's view that it was fair to recommend the re-election of Y. M. Datuk Seri Utama Raja Nong Chik for Shareholder's approval.</td></tr>
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</table>

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	:	Following the appointment of a new independent Director, Y. M. Datuk Seri Utama Raja Nong Chik bin Dato' Raja Zainal Abidin, on 27 November 2025, the resignation of Y. Bhg. Tan Sri Dato' Seri Dr Aseh bin Haji Che Mat had taken effect on even date. Hence, the Board continues to comprise 6 Directors, 4 of whom are non-executive (67%). Represented on the Board are 3 independent non-executive Directors (50%), effectively constituting half of the Board and whose presence and participation provide independent advice, views, and judgement to bear on the decision-making process of the Group in ensuring that a balanced and unbiased deliberation process is in place to safeguard the interests of all stakeholders. As and when a potential COI arises, it is mandatory practice for the Directors concerned to declare their interests and abstain from the decision-making process. The independent non-executive Directors whose profiles are set out in the Directors' Profile in the Annual Report are as follows: • Y. M. Datuk Seri Utama Raja Nong Chik bin Dato' Raja Zainal Abidin • Y. Bhg. Dato' Eow Kwan Hoong • Mr Liew Jee Min @ Chong Jee Min The Board, assisted by the Nomination Committee, assesses the independence of the independent Directors via an individual declaration process by the independent Directors, on an annual basis. Based on the outcome of the individual declarations carried out for the financial year, the Board was satisfied with the level of independence of the independent non-executive Directors and their ability to act in the best interests of the Company and the minority shareholders of the Company during the financial year. In the review and assessment of the appointment of Y. M. Datuk Seri Utama Raja Nong Chik bin Dato' Raja Zainal Abidin as an independent non-executive Director, the Board was satisfied with the level of his independence.
Explanation for departure	:	

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<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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 :	None of the independent Directors of the Company has served on the Board for a cumulative term of more than 9 years.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 5.4 - 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	:	In optimising the collective leadership by the Board in providing clear direction and opportunities for the Group, the Board, in its appointments and composition, pays due recognition to the mix of competencies, expected contributions and diversity representation of the Board. The Board, from time to time, undertakes a review of the merit of the appointment criteria in the context of the Group's businesses and strategies for appropriateness. The Nomination Committee is responsible for identifying, evaluating, and nominating suitable candidates to be appointed to the Board and Board Committees. In assessing and recommending to the Board suitable candidature of Directors, the Nomination Committee shall consider the following criteria: • Competencies − qualifications, knowledge including financial literacy, industrial experience and expertise, seniority, and past achievements; • Expected contributions − appointment scope, role, commitment level, professionalism, and integrity; • Diversity representation − appropriateness and the fulfilment of the Board's desired mix of competencies, age, gender and cultural background; • Time commitment; • Independence and COI; and • External directorships. A brief description of each Director's background is presented in the respective profile under Directors' Profile in the Annual Report. In respect of Board size and composition, the Board was of the view that its size, mix of competencies and diversity

	representation as well as the balance between executive, non-executive and independent Directors are adequate and in line with the Group's business operations and needs. Appointment of key Senior Management was also made with due regard for diversity in skills, experience, age, gender, and cultural background. The profile of the respective key Senior Management is set out in the Profile of Key Senior Management in the Annual Report.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

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

Practice 5.6

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Nomination Committee, guided by a clear set of criteria, is responsible for identifying, evaluating, and nominating suitable candidates of the appropriate profile for appointment to the Board and the Board Committees. Further, the Nomination Committee reviews the roles and responsibilities of a chairman and undertakes the evaluation and assessment process of candidates for appointment of Chairman as set out in the Board Charter and in line with the recommendations under the MCCG. For the appointment of Y. M. Datuk Seri Utama Raja Nong Chik bin Dato' Raja Zainal Abidin as an independent Director and Chairman during the financial year, no independent sources were engaged in identifying suitable candidate. Having taken into consideration the industry in which the Company operates and through its own network, the Management would be in the best position to look for potential candidates with background to fit the criteria required. Further, Y. M. Datuk Seri Utama Raja Nong Chik, who has the relevant qualifications, background, attributes and vast experience as well as exposure in various industries, contributes in enhancing the competencies and effectiveness of the existing Board that is a good fit for the Group. The Board and Management will however, be opened to engage with independent sources in identifying suitably qualified candidates when necessary.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 5.7
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.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">The process and criteria to identify and nominate candidates for appointment as a Director, and re-election of Directors are set out in the Directors' Fit and Proper Policy included in the Board Charter.

A brief description covering the Director's background, qualification, experience, directorships in public companies, interests in shares, family relationships and nature and extent of any COI or potential COI with the Company, is presented in the respective profile under Directors' Profile in the Annual Report.

During the financial year, the Board had concurred with the Nomination Committee's assessment and recommendation to appoint Y. M. Datuk Seri Utama Raja Nong Chik bin Dato' Raja Zainal Abidin as an independent Director and the Chairman of the Company.</td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="4">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure</td><td>:</td><td colspan="2"></td></tr>
<tr><td>Timeframe</td><td>:</td><td></td><td></td></tr>
</table>

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 Nomination Committee comprises 3 members, all of whom are non-executive Directors with a majority of them being independent Directors. The Nomination Committee is chaired by Mr Liew Jee Min @ Chong Jee Min, an independent Director. The composition and the Terms of Reference of the Nomination Committee are available on the Company's website. Based on the assessment carried out for the financial year, the Board was satisfied that the Nomination Committee had fulfilled its roles and discharged its duties effectively.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 5.9
The board comprises at least 30% women directors.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Board views that the broad range of knowledge, skills and experience of the Directors, irrespective of their genders, facilitate the discharge of the Board's stewardship responsibilities. The Board currently has a woman Director, representing less than 20% of the Board.	
		The Board, from time to time, reviews the size, mix of competencies and diversity including gender representation of the Board in the context of the needs of the Group's businesses and strategies for appropriateness. The Board shall endeavour to fulfil the recommended 30% women on the Board, where possible.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 5.10
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 views that the broad range of knowledge, skills, and experience of the Directors, irrespective of their genders, facilitate the discharge of the Board's stewardship responsibilities. The Board has always been mindful on having female members on the Board and the Board currently has a woman Director, representing less than 20% of the Board. The Group Human Resource Council and Human Resource function at the respective operating companies ("OCs") had adopted a recruitment policy and procedures in its hiring process of Senior Management which takes into account the complexities, competencies and diversity information covering age, gender, mix of skills, experience and knowledge in line with the Company's business operations and needs.	
		The Board, from time to time, reviews the size, mix of competencies and diversity including gender representation of the Board in the context of the needs of the Group's businesses and strategies for appropriateness.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 6.1
The board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The board should disclose how the assessment was carried out its outcome, actions taken and how it has or will influence board composition.

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

Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.		
Application	:	Applied
Explanation on application of the practice	:	The Nomination Committee carried out an annual performance evaluation process on the Board as a whole, Directors (peer and self assessment), Board Committees, Directors' independence, performance of the Audit Committee members (peer and self assessment), level of financial literacy of the Audit Committee (self assessment) and the performance of the Audit Committee as a whole by its members. The assessment criteria for review of performance and the effectiveness of the Board, Board Committees, independence of the independent Directors as well as individual Directors are set out in the Board Charter. Questionnaires based on the following criteria were self-declared and peer validated to gauge the Directors' continuing fulfilment or gaps identified in fulfilling them: (i) Fit and Proper, and Independence Criteria; (ii) Board Composition and Diversity and discharge of Board's roles and responsibilities; (iii) Terms of Reference of Committees – fulfilling and implementing the recommendations; (iv) Time Commitment; (v) Corporate Governance by the Board and Board Committees on implementing risk management, compliance requirements including managing and reporting of COI and potential COI, and audit recommendations; and (vi) Addressing the Company's material sustainability risks and opportunities. The Directors' responses were collated and the summary of findings and recommendations were submitted to the Nomination Committee for deliberation. The findings and recommendations of the Nomination Committee were escalated

	to the Board for further review and action. Save for the assessment on the independence of Y. M. Datuk Seri Utama Raja Nong Chik bin Dato' Raja Zainal Abidin, no review was conducted on his performance, effectiveness and contribution, as he was appointed on 27 November 2025 and no Board meetings were held since his appointment, for the financial year ended 31 December 2025. Based on the result of the assessment, the Board was satisfied with the overall effectiveness of the Board and individual Directors in discharging their duties and responsibilities including the Board composition in term of size, mix of competencies and diversity representation covering age, gender, cultural background, mix of skills, experience, knowledge, and the balance between executive, non-executive and independent Directors was adequate and in line with the Group's business operations and needs.	
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 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	:	The Company has a formal remuneration policy for the Board of Directors and Senior Management respectively to ensure that it attracts, retains, and motivates experienced, well qualified and high calibre Directors and Senior Management to manage the Company's and the Group's businesses and operations effectively. Directors do not participate in decisions regarding their own remuneration. The Board continues to apply the criteria set for determining the remuneration packages of executive Directors whilst the recommendation made by the Board on the non-executive Directors' fees for approval by Shareholders at the Company's AGM was reflective of the market competitiveness and responsibilities undertaken by the Directors. The Group Personnel Management Committee and Human Resource function review the remuneration including salary increment and bonuses of Senior Management on an annual basis to ensure that the compensation offered remains competitive for talent attraction and retention.	
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 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 Remuneration Committee carried out its duties in accordance with its Terms of Reference. The composition and the Terms of Reference of the Remuneration Committee are available on the Company's website. Based on the assessment carried out for the financial year, the Board was satisfied that the Remuneration Committee had fulfilled its roles and discharged its duties effectively.	
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
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	:	Detailed disclosure on named basis for the remuneration of the individual Directors for the financial year ended 31 December 2025 is also disclosed in the Corporate Governance Overview Statement in the Annual Report.

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Tan Sri Cheng Heng Jem	Managing Director	47	4	120	-	-	-	171	286	16	2,389	-	-	-	2,691
2	Cheng Hui Yen, Natalie	Executive Director	25	4	-	-	-	-	29	58	4	380	115	22	-	579
3	Datuk Seri Utama Raja Nong Chik bin Dato' Raja Zainal Abidin (Appointed on 27 November 2025)	Independent Non-Executive Director	7	-	-	-	-	-	7	7	-	-	-	-	-	7
4	Dato' Eow Kwan Hoong	Independent Non-Executive Director	45	12	-	-	-	-	57	45	12	-	-	-	-	57
5	Liew Jee Min @ Chong Jee Min	Independent Non-Executive Director	50	12	-	-	-	-	62	50	12	-	-	-	-	62
6	Ooi Kim Lai	Non-Independent Non-Executive Director	45	10	-	-	-	-	55	45	10	-	-	-	-	55
7	Tan Sri Dato' Seri Dr Aseh bin Haji Che Mat (Resigned with effect from 27 November 2025)	Independent Non-Executive Director	41	10	-	-	-	-	51	41	10	-	-	-	-	51
8	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
9	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

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.

<table>
<tr><td>Application :</td><td colspan="2">Departure</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2"></td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2">The details of the remuneration, on a named basis, for top senior management are not disclosed due to confidentiality, business, and personal security concerns. Further, the information is subject to the Personal Data Protection Act 2010 (PDPA) that requires written consent from the respective senior management personnel for disclosure of their personal data to the public at large. The Board is also of the view that the disclosure of such information may put the Company in disadvantageous position given the competition for talent in the industries where the Group operates.</td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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	:	The Chairman of the Audit Committee is Mr Liew Jee Min @ Chong Jee Min, an independent non-executive Director who is not the Chairman of the Board. The Audit Committee carried out its duties in accordance with its Terms of Reference. The composition and the Terms of Reference of the Audit Committee, and the main works undertaken by the Audit Committee for the financial year under review are set out in the Audit Committee Report in the Annual Report. Based on the assessment carried out for the financial year, the Board was satisfied that the Audit Committee had effectively fulfilled its roles and discharged its duties appropriate to the Group's operations.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
There is 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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">In line with the recommendation of the MCCG, the Terms of Reference of the Audit Committee has included a cooling-off period of at least 3 years before any former partner of the external audit firm of the Company could be appointed as a member of the Audit Committee to safeguard the independence of the audit of the Company's financial statements. The Terms of Reference of the Audit Committee are available on the Company's website.

None of the members of the Audit Committee was a former partner of the External Auditors of the Group.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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	:	The Board has established a formal and transparent relationship with the External Auditors through the Audit Committee. The Audit Committee had conducted 2 private sessions with the External Auditors without the presence of Executive Directors and Management in November 2025 and February 2026 to discuss audit planning and audit review of the financial results. The Audit Committee evaluated the performance and assessed the suitability, objectivity and independence of the External Auditors taking into consideration information presented in the External Auditors' Annual Transparency Report, and in accordance with the policies and procedures in place. The Audit Committee had obtained written confirmation from the External Auditors on their independence in undertaking the annual audit of the Company's financial statements for the financial year ended 31 December 2025. The Audit Committee was satisfied with the suitability, objectivity and independence of the External Auditors based on the quality and competency of services delivered, sufficiency of the firm and professional staff for the annual audit performed for the financial year ended 31 December 2025 and had recommended to the Board their re-appointment for approval by Shareholders for the financial year ending 31 December 2026. The Audit Committee had also recommended the remuneration of the External Auditors for the financial year ended 31 December 2025 for the approval of the Board.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
There is 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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">Based on the outcome of the annual performance evaluation on peer and self assessment carried out on the financial literacy of the members of the Audit Committee for the financial year, the Board was satisfied that each of the Audit Committee members is financially literate and able to understand matters under the purview of the Audit Committee including financial reporting process.

The Audit Committee members had during the financial year, attended webinars, seminars, dialogue and other training programmes conducted by the relevant regulatory authorities and professional bodies to broaden their knowledge and to keep abreast with the relevant changes in law, regulations, risk management, and business environment. Audit Committee members were also apprised on new/revised accounting standards by External Auditors and Management, when relevant.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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	:	The Board has the oversight responsibility of the adequacy and effectiveness of the Group's system of internal control which comprises the governance, risks, and controls aspects. The oversight function of these areas is delegated by the Board to the Audit Committee. The Board believes that effective maintenance of the system is important to help the Group to achieve its various objectives at many levels and has considered the risks that the Group faces whilst balancing out the interest of its many stakeholders and protecting the Group's assets and investments. The Group adopts a 3-line defence structure for the governance and management of its system of internal control. The Audit Committee is assisted by the Internal Audit Function whose Head reports directly to the Audit Committee. The GRC provides centralised support and facilitates the implementation of an enterprise wide risk management and compliance management. An overview of the Board's responsibility, the state, and descriptions of the key components of the system within the Group are set out in the Statement on Risk Management and Internal Control in the Annual Report.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
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 :	The Board affirms its responsibility for the Group's overall risk management and internal control framework. This includes establishing appropriate governance and organisational structures, defining the Group's risk appetite, strategic direction and control environment; ensuring that management identifies and manages key and emerging risks; and reviewing the adequacy and effectiveness of the internal control system on an ongoing basis. To assist in fulfilling its oversight responsibilities, the Board is supported by the Audit Committee which provides oversight on governance, risk management and internal control processes across the Group. The Audit Committee ensures that these processes remain robust, effective and aligned with the Group's strategic objectives and regulatory expectations. The Audit Committee is further supported by the Group Management Audit ("GMA") and GRC functions, both of which operate independently to provide objective assurance and continuous monitoring of the adequacy and effectiveness of the Group's risk management and internal control aspect. • GMA performs independent reviews and evaluations on the design and operational effectiveness of the internal control systems, ensuring that key risks are properly identified, managed and mitigated. • GRC facilitates the implementation and continuous enhancement of the enterprise-wide risk management framework, promotes a culture of risk awareness and compliance, and ensures adherence to applicable laws, regulations and internal policies. Both GMA and GRC report directly to the Audit Committee and provide regular updates on risk exposures, control effectiveness and compliance matters. The Chairman of the Audit Committee thereafter briefs the Board members on the proceedings of the Audit Committee meetings including highlighting any material matters on internal control or risk management that warrant the Board's attention. Minutes of the Audit Committee meetings

	which recorded these deliberations are also presented to the Board for notation.	
:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
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.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">The Board has established an Internal Audit Function within the Group to provide assurance on the effectiveness of risk, control, anti-corruption, whistleblowing, and governance processes. Oversight of the Internal Audit Function is delegated to the Audit Committee to ensure that there are sufficient resources and internal audits are carried out objectively, effectively, and independently. The Internal Audit Function is undertaken by the GMA Department which is led by the Group Chief Internal Auditor (“CIA”) who reports directly to the Audit Committee.

As the position of the Group Chief Internal Auditor was vacant during the financial year, a Senior Manager from the Group Management Audit Department attended the Audit Committee Meetings, representing the Internal Audit Function. A new Group Chief Internal Auditor was appointed in January 2026.

In ensuring proper discharge of responsibilities by Internal Audit Function, the Audit Committee’s reviews include:

• the Annual Audit Plan;
• the budget for the function;
• the audit reports and recommendations made by the function;
• the appointment and removal of the Head of the Internal Audit Function; and
• the evaluation of the independence of the internal audit personnel and effectiveness of the Internal Audit Function.
• the quarterly reports on situations of COI, potential COI and interest in competing business involving Directors and Key Senior Management.

The Internal Auditors attended all meetings of the Audit Committee held during the financial year. A more detailed description of the activities carried out by the Internal Audit Function throughout the financial year is provided in the Audit Committee Report in the Annual Report.</td></tr>
<tr><td>Explanation for departure</td><td>:</td><td colspan="2"></td></tr>
<tr><td colspan="4">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure</td><td>:</td><td colspan="2"></td></tr>
<tr><td>Timeframe</td><td>:</td><td></td><td></td></tr>
</table>

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	:	The purpose, authority and responsibility of the Internal Audit Function is governed by the Internal Audit Charter which was approved by the Audit Committee. The Internal Audit Function discharges its duties in accordance with the *International Standards for Professional Practice of Internal Auditing* as well as the Committee of Sponsoring Organisation of the Treadway Commission (COSO) Internal Control – Integrated Framework. The Internal Auditors are updated on the improvement and development in internal auditing standards, procedures, techniques, corporate governance, and the Listing Requirements through the attendance of seminars and talks organised by the Institute of Internal Auditors Malaysia, the Malaysian Institute of Accountants, Bursa Malaysia Berhad ("Bursa Malaysia") and the Securities Commission Malaysia as well as core competency courses organised by professional training institutions. Based on the annual evaluation carried out for the financial year, the Audit Committee was satisfied that notwithstanding the vacant position of the Group CIA during the financial year, the internal audit personnel who possessed the relevant qualifications and experience, had satisfactorily executed the Internal Audit Plan for the financial year and that they were free from any relationships or conflicts of interest which could have impaired their objectivity and independence, and the execution of the Internal Audit Plan. Nevertheless, Mr Tan Chee Hooi was appointed by the Audit Committee as the new Group Chief Internal Auditor in January 2026. He is a Certified Internal Auditor and a Professional Member of The Institute of Internal Auditors Malaysia. He holds a Master of Business Administration and a Bachelor's Degree in Mechanical Engineering, with over 17 years of working experience, including more than 10 years in internal audit and business process analysis across industries such as retail,

	manufacturing, property development, hospitality, and fast-moving consumer goods. As part of his working experience, he was with KPMG Malaysia as an Associate Director, where he strengthened his exposure to governance, risk management and compliance practices. The Audit Committee was also satisfied that the Internal Audit Function, backed by 9 staff of managerial and executive levels who possessed the relevant qualifications and experience, has adequate resources to fulfil the Internal Audit Plan for the next financial year.
Explanation for departure :	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :	

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

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

Practice 12.1
The board ensures there is effective, transparent and regular communication with its stakeholders.

Application :	Applied	
Explanation on application of the practice :	The Board acknowledges the importance of timely and equal dissemination of material information to the Shareholders, investors and public at large. The Board ensures its adherence to and compliance with the disclosure requirements of the Listing Requirements as well as the Corporate Disclosure Guide issued by Bursa Malaysia. The Company's Shareholders and members of the public can access to any latest corporate information of the Company on its website which is linked to the announcements published on the website of Bursa Malaysia at www.bursamalaysia.com. The Company's website also provides easy access to the Company's Board Charter, Terms of Reference of Board Committees, key policies, and annual reports. The Group also values dialogues with institutional investors, fund managers and analysts. The Group has been practising open discussions with investors/fund managers/analysts upon request through meetings, teleconferencing and emails. In this regard, information is disseminated with strict adherence to the disclosure requirements of Bursa Securities. The Board has identified the Company Secretaries to whom concerns may be conveyed and who would bring the same to the attention of the MD and the ED.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

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

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

Practice 12.2

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

<table>
<tr><td>Application :</td><td colspan="2">Not applicable – Not a Large Company</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2"></td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Company had served its notice of the 41st AGM to its Shareholders 28 days before the AGM, which gave Shareholders sufficient time to make the necessary arrangements to attend the AGM or to appoint proxies to attend and vote on their behalf.

The Notice of the 41st AGM was also posted on the Company’s website.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The AGMs and other meetings of Shareholders are the principal forum for dialogue with Shareholders. Shareholders are provided with an opportunity to participate in the question and answer session.

The Chairman and the other Board members including the Chairman of the respective Board Committees, Senior Management and the External Auditors were in attendance at the 41st AGM to respond to Shareholders' questions.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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	:	Applied	
Explanation on application of the practice	:	The 41st AGM of the Company held in May 2025 was conducted physically with the electronic poll voting facilities provided by a third party Poll Administrator. Voting by poll was implemented for all resolutions set out in the Notice of the AGM, and independent scrutineers were appointed to observe the polling procedure and verify the poll results. The letter providing detailed information on matters relating to the AGM was despatched or sent electronically, where electronic address is available, to the Shareholders together with the Notice of the AGM and made available on the Company's website.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 13.4
The Chairman of the board should ensure that general meetings support meaningful engagement between the board, senior management and shareholders. The engagement should be interactive and include robust discussion on among others the company's financial and non-financial performance as well as the company's long-term strategies. Shareholders should also be provided with sufficient opportunity to pose questions during the general meeting and all the questions should receive a meaningful response.

Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.		
Application :	Applied	
Explanation on application of the practice :	Shareholders were given sufficient time and provided with an opportunity to participate in the question and answer session at which Shareholders had raised questions regarding the proposed resolutions, and the Group's financial and non-financial performance, long-term strategies, businesses and affairs during the 41st AGM of the Company and via email prior to the Meeting. To further encourage engagement between the Directors and Shareholders, Shareholders were also given the opportunity to pose questions prior to the 41st AGM via email. During the AGM, Shareholders were given slide presentations of the businesses and operations of the Group. The Chairman also shared with the Shareholders, the Company's responses to questions submitted in advance of the AGM by the Minority Shareholders Watch Group ("MSWG") and Shareholders; and ensured that meaningful responses were provided. Questions raised by MSWG and Shareholders together with the responses were recorded in the minutes of the 41st AGM which is available on the Company's website.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 13.5
The board must ensure that the conduct of a virtual general meeting (fully virtual or hybrid) support meaningful engagement between the board, senior management and shareholders. This includes having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Questions posed by shareholders should be made visible to all meeting participants during the meeting itself.

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

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

Practice 13.6
Minutes of the general meeting should be circulated to shareholders no later than 30 business days after the general meeting.

<table>
<tr><td colspan="3">Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</td></tr>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">Minutes of the 41st AGM of the Company held on 28 May 2025 were made available on the Company’s website within 30 business days after the Meeting.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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

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

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