

# CORPORATE GOVERNANCE REPORT

**STOCK CODE** : 6633  
**COMPANY NAME** : LEONG HUP INTERNATIONAL 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board of Directors ("Board") plays a key role in ensuring the long-term sustainability of the Company and enhancing shareholders' value, while taking into consideration the interests of other stakeholders, including business partners, financiers, employees, customers, suppliers, regulators, local communities, non-governmental organisations and the general public.</p> <p>The Board is collectively accountable to shareholders for the overall management of Leong Hup International Berhad ("LHI" or the "Company") and its subsidiaries (the "Group") and retains full and effective control over the affairs of the Company, and is responsible for its overall governance and stewardship.</p> <p>In discharging its duties, the Board is actively charting the Company's strategy and direction, monitoring its performance and implementation, and safeguarding the interests of stakeholders by ensuring that appropriate systems are in place.</p> <p>The key responsibilities of the Board include the following:-</p> <p><b>1) Reviewing and adopting a strategic business plan for the Group</b></p> <p>During the financial year ended 31 December 2025 ("FY 2025"), the Group's business plan, budget and management proposals were presented to the Board at Board meetings. The Board reviewed, discussed and approved Management's proposals and recommendations after thoughtful consideration, taking into account long-term value creation and ethical business practices, including the forecasts and assumptions made by Management in developing the budget for the following year. This strategic process enables Management to execute their tasks effectively and plan the utilisation of resources efficiently.</p>

**2) Overseeing the conduct of the Group’s business**

The Group Chief Executive Officer (“CEO”), together with the Key Senior Management, updated the Board on various management issues, among others, the Group’s business updates, operational performance, expansion progress, risk management, as well as challenges and key initiatives proposed by the Management team via quarterly meetings held in FY 2025. The Board also received a comprehensive summary of the Group’s financial performance for each reporting period. Where appropriate and required, other relevant members of the Management team were invited to the Board meetings to support the Group CEO and/or Key Senior Management in presenting these updates and to provide clarifications on the queries and issues raised by the Board. This control, which serves as a check and balance, ensures that the Group’s business is carried out in accordance with the direction set by the Board, as well as assists in assessing management performance.

**3) Identifying principal risks and ensuring the implementation of appropriate internal controls and mitigation measures**

An Enterprise Risk Management workshop was carried out across the core business segments of the Group, covering Malaysia, Singapore, Indonesia, Vietnam and the Philippines. Through this workshop, critical operational and financial risks were identified, together with the severity of the impacts on stakeholders, as well as the existing mitigating factors in place to reduce such impacts. The Board ensures that an appropriate and sound risk management framework is implemented by Management to mitigate those identified risks. An internal audit function was established, which reports directly to the Audit and Risk Committee (“ARC”) to ensure that robust internal control systems are in place. Periodic internal audit findings are tabulated and presented to the Board during FY 2025 via the ARC for better management and monitoring of risks. This process also ensures that the adequacy and integrity of the management information and internal control systems of the Group are maintained and updated from time to time, such that they remain appropriate in light of material changes to the size, nature and complexity of the Group’s operations.

**4) Succession planning**

The Board ensures that all candidates appointed to the Board and key management positions are filled by competent personnel of calibre, with the assistance of the Nomination Committee (“NC”). The Board also ensures that a structured and strategic succession planning is in place and that there is an appropriate balance of skills, expertise, experience, professionalism and knowledge which are necessary for the Group’s business.

	<p><b>5) Overseeing the implementation of the Group’s governance framework</b></p> <p>The Board, together with the Key Senior Management, strives to promote a corporate culture within the Group which emphasises ethical, transparent and professional behaviour. The Company Secretaries are entrusted with the roles to update the Board on the latest corporate governance best practices. The Board deliberated on the feasibility and practicality of adopting and implementing corporate governance best practices in the Company vis-à-vis relevant regulatory requirements during the FY 2025. The Board and Key Senior Management assume the primary role in driving this corporate governance agenda and fostering a strong compliance culture within the Group by ensuring that officers understand their responsibilities in respect of compliance and feel comfortable raising concerns without fear of retaliation.</p> <p><b>6) Implementing an informative investor relations framework</b></p> <p>The Board is of the view that timely and informative updates on the Group’s major developments to shareholders are of primary importance to ensure that shareholders are well-informed of all major developments affecting the state of affairs of the Group. A proper investor relations communication channel has been established to provide a transparent and timely updates on the on-going progress of the Group’s affairs to valued stakeholders and assure them of the health of the Group. During the FY 2025, quarterly analyst presentation decks were uploaded to the Company’s website after the announcement of the quarterly results to convey information relating to the Group’s financial and operational performance, corporate strategy and other relevant matters that may affect shareholders’ interests.</p> <p><b>7) Embracing Environmental, Social and Governance (“ESG”) practices into the operations of the Company</b></p> <p>The Board took into consideration ESG aspects while formulating the Group’s strategic plan. The Group Chief Operating officer (“COO”), supported by the Sustainability Committee (“SC”), was tasked to spearhead the integration of ESG into the Group. The SC oversees the Group's sustainability strategy and initiatives covering ESG aspects, as well as embedding sustainability practices into the businesses. These strategies aim to balance the needs and expectations of various stakeholders, including consumers, shareholders, regulators, financial institutions and the communities in which the Group operates.</p> <p>The Board Charter, which further details the roles and responsibilities of the Board, is available on the Company’s website at <a href="https://www.leonghupinternational.com/">https://www.leonghupinternational.com/</a>.</p>
<p><b>Explanation for departure</b></p>	<p>:</p>

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

## 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.

<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	<p>Mr Lau Chia Nguang helms the Board as Non-Independent Executive Chairman, providing leadership at the Board level and representing the Board to shareholders and other stakeholders. The Executive Chairman presides over meetings of the Board and is responsible for instilling best corporate governance practices, providing leadership, and ensuring the effectiveness of the Board and its Committees. The Executive Chairman is primarily responsible for the following:</p> <p>i. ensuring orderly conduct of Board meetings by:</p> <ul style="list-style-type: none"><li>• setting the agenda for each Board meeting together with the Company Secretaries and the Group CEO. Other Directors and Key Senior Management may also be consulted;</li><li>• ensuring the provision of accurate, complete, timely and clear information to the Directors;</li><li>• leading Board meetings and discussions;</li><li>• managing boardroom dynamics by promoting a culture of openness and debate;</li><li>• encouraging active participation and allowing dissenting views to be freely expressed; and</li><li>• ensuring that all Directors are properly briefed on issues arising from Board meetings in a timely manner.</li></ul> <p>ii. providing leadership to the Board in its collective oversight of management by:</p> <ul style="list-style-type: none"><li>• playing a leading role in establishing effective corporate governance systems and practices, including Board and Committees' Charters and Committees structure, and ensuring that induction and ongoing education programmes for Directors are in place;</li><li>• ensuring that, prior to new appointments to the Board, an assessment is undertaken on candidates, which may include competency and behavioural analysis; and</li><li>• ensuring that Board and senior executive succession planning is considered on an ongoing basis.</li></ul> <p>iii. ensuring the effectiveness of the Board by:</p> <ul style="list-style-type: none"><li>• arranging regular evaluations of the performance of the Board, its Committees and individual Directors, and discussing the</li></ul>

	<p>performance assessment with the respective Directors and Committee Chairmen/Chairpersons.</p> <p>The roles and responsibilities of the Chairman of the Board are set out in the Board Charter, which is available on the Company's website at <a href="https://www.leonghupinternational.com/">https://www.leonghupinternational.com/</a>.</p>	
<b>Explanation for departure</b>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>		
<b>Timeframe</b>		

### 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board acknowledges the importance of having different individuals holding the positions of Chairman and Group CEO to ensure a balance of power and authority, and that no individual has unfettered powers of decision-making and control.</p> <p>Mr Lau Chia Nguang was appointed as the Company's Executive Chairman on 1 October 2018. In his capacity as Executive Chairman, he represents the Board to the shareholders and other stakeholders, and ensure the integrity and effective overall functioning of the Board and its Committees.</p> <p>The Group CEO, Tan Sri Lau Tuang Nguang, is responsible for the overall business and day-to-day management of the Group, which includes organisational effectiveness, as well as the implementation and execution of the Board strategies, policies and decisions.</p> <p>The key roles and responsibilities of the Chairman of the Board and the Group CEO are clearly demarcated in the Board Charter, which is available on the Company's website at <a href="https://www.leonghupinternational.com/">https://www.leonghupinternational.com/</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## 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>	
<b>Application</b> :	Applied
<b>Explanation on application of the practice</b> :	<p>Mr Lau Chia Nguang, the Non-Independent Executive Chairman of the Board, is not a member of any Board Committees since listing and does not participate in any Board Committee meetings, whether by way of invitation or otherwise. The Board Charter and the Terms of Reference of the Board Committees clearly state that the Board Chairman shall not be appointed as a member of any Board Committees.</p> <p>Mr Low Han Kee, the Senior Independent Non-Executive Director of the Company, serves as the Chairman of the ARC, whilst Mr Tay Tong Poh, the Independent Non-Executive Director of the Company, serves as the Chairman of the NC. Ms Goh Wen Ling, the Independent Non-Executive Director of the Company, serves as the Chairperson of the Remuneration Committee ("RC").</p> <p>Having the positions of the Chairman of the Board and the Chairman of the various Board Committees assumed by different individuals allows the Board to discharge their duties with unfettered objectivity.</p>
<b>Explanation for departure</b> :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b> :	
<b>Timeframe</b> :	

## 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is supported by three (3) Company Secretaries in discharging their functions. They are either members of The Malaysian Institute of Accountants (MIA) or The Malaysian Institute of Chartered Secretaries and Administrators (MAICSA), and are qualified Chartered Secretaries under Section 235(2) of the Companies Act 2016 ("the Act").</p> <p>The Company Secretaries play an advisory role to the Board, particularly in relation to the Company's Constitution, Board policies and procedures, compliance with corporate disclosures requirements, regulatory requirements, and the adoption of corporate governance best practices. The Board is regularly updated and advised by the Company Secretaries on new statutory and regulatory requirements, as well as corporate governance best practices, to enable them to discharge their duties and responsibilities effectively.</p> <p>Apart from ensuring compliance with statutory requirements, the Company Secretaries also attended all Board and Board Committees meetings held during the FY 2025, as well as the 11<sup>th</sup> Annual General Meeting ("AGM") held on 30 May 2025, to ensure that meeting procedures were adhered to, and that deliberations and resolutions passed were accurately and properly documented. In addition, the Company Secretaries worked closely with the Key Senior Management to ensure timely and appropriate information flows within the Board and Board Committees, and between the Non-Executive Directors and Key Senior Management.</p> <p>The Company Secretaries constantly attend relevant conferences and training programmes to keep themselves abreast of evolving regulatory changes and corporate governance developments.</p> <p>All Directors have ready and unrestricted access to the advice and services of the Company Secretaries in the discharge of their duties. The appointment and removal of the Company Secretaries is a matter for the Board as a whole.</p> <p>Further details on the roles of the Company Secretaries are set out in the Company's Board Charter, which is available on the Company's website at <a href="https://www.leonghupinternational.com/">https://www.leonghupinternational.com/</a>.</p>

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

## 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>During the FY 2025, the Board and the ARC had five (5) meetings each, whilst the NC had three (3) meetings, the RC had two (2) meetings and the SC had one (1) meeting. Prior to each meeting, all Board and Committee members were furnished with the agenda (including minutes), with due notices issued, and agenda papers containing the relevant information to be deliberated at the meeting. This allows sufficient time for Directors and Board Committee members to review and consider the relevant information, and to seek further clarification on matters to be deliberated at the meetings, if required, from the Key Senior Management or the Company Secretaries.</p> <p>All pertinent issues discussed at the Board and Board Committees meetings in arriving at decisions and conclusions are recorded in a clear, accurate, consistent and complete manner, including matters where Board Committee members and/or Directors abstained from deliberation and/or voting on a particular matter. The draft minutes are circulated to the Directors and Board Committee members for perusal prior to confirmation at the following meeting. The minutes clearly record the decisions and conclusions, including key deliberations, rationale for each decision made, and any concerns or dissenting views. In the intervals between Board meetings, Board's decisions or approvals for matters that are urgent or administrative in nature are sought via circular resolutions, which are supported by relevant information and explanations, and the same applies to the Board Committees.</p> <p>In addition, the Board and Board Committees meetings are not combined with the main Board meeting since listing.</p>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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### 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is guided by its Charter, which sets out the Board practices and processes, as well as the roles and responsibilities of the Board, Executive Chairman, Group CEO, Executive and Non-Executive Directors, Independent Director, Senior Independent Director and Board Committees, including a formal schedule of matters reserved to the Board. It provides an overview of how the Board leads through strategic guidance and effective oversight of the management of the Company. It also sets out the delegation of authority by the Board to the Board Committees, namely the ARC, NC, RC and SC.</p> <p>The Board Charter was last reviewed by the Board on 25 April 2024.</p> <p>The Board Charter will be reviewed and updated to reflect relevant practices and processes recommended in the Malaysian Code on Corporate Governance.</p> <p>The Board Charter is available on the Company's website at <a href="https://www.leonghupinternational.com/">https://www.leonghupinternational.com/</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has adopted the Code of Ethics for Directors ("CoD"), which enables the Board and each Director to focus on areas of ethical risk, provides guidance to Directors to help them recognise and deal with ethical issues, and establishes mechanisms to report unethical conduct, as well as fostering a culture of honesty and accountability. The principles of this CoD are based on sincerity, integrity, responsibility and corporate social responsibility.</p> <p>The Board has also adopted the Code of Conduct and Ethics for Employees ("CoE") of the Company. All employees shall observe and maintain high standards of integrity and ethical behaviour in the performance of their duties and responsibilities. The CoE sets out prohibited activities or misconduct involving bribery and corruption, gifts and hospitality, dishonest behaviour and sexual harassment.</p> <p>In line with the corporate liability provision under Section 17A of the Malaysian Anti-Corruption Commission Act 2009, the Board has formalised an Anti-Bribery and Corruption ("ABC") Policy, which extends across the Group's business dealings in all countries in which the Group operates in. The policy sets out rules and guidance to the Directors, Key Senior Management and employees of the Group, as well as third parties acting for or on behalf of the Group, on how to recognise and deal with potential acts of bribery and corruption arising in the course of operations.</p> <p>The CoD, CoE and the Company's ABC Policy are available on the Company's website at <a href="https://www.leonghupinternational.com/">https://www.leonghupinternational.com/</a>.</p>
<b>Explanation for departure</b>	:	

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

<b>Measure</b> :		
<b>Timeframe</b> :		

### 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has in place a Whistleblowing Policy that provides a mechanism and avenue for employees and any external parties to report any breach or suspected breach of any law or regulation, or to raise concerns on any misconduct, in a safe and confidential manner.</p> <p>The Board has overall responsibility for overseeing the implementation of the Whistleblowing Policy, and all whistleblowing reports are to be addressed to the ARC, via email or ordinary post.</p> <p>The Whistleblowing Policy is available on the Company's website at <a href="https://www.leonghupinternational.com/">https://www.leonghupinternational.com/</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board holds ultimate responsibility in ensuring that the Group's strategy supports long-term value creation and includes strategies on the management of sustainability-related risks and opportunities. A SC, which is chaired by the Group COO, provides leadership to the Group in the implementation of sustainability strategies approved by the Board. The SC is responsible for overseeing the Group's overall sustainability process, which has been put in place to identify, assess, manage and report the Group's material sustainability matters. The heads of business of the Group's domestic and overseas operations, led by the Group CEO and SC, are responsible for ensuring the Group's sustainability process is effectively carried out.</p> <p>The Company has published its Sustainability Statement in its annual report since listing. The Sustainability Statement encompasses the Group's on-going sustainability initiatives for each financial year, as well as the various endeavours of the Group to drive long-term sustainability.</p> <p>During FY 2025, the Board adopted a Sustainability Framework and Strategic Scorecard with the aim of integrating ESG commitments into its day-to-day operations, to ensure long-term value creation and competitive advantage. The adoption was deliberated and approved at the Board meeting held in November 2025, following the recommendation of the SC. The SC also provided updates on sustainability performance metrics at the SC meeting held in February 2026.</p> <p>The Sustainability Statement, which includes material issues relating to ESG indicators, is embedded in the 2025 Annual Report and is available on the Company's website at <a href="https://www.leonghupinternational.com/">https://www.leonghupinternational.com/</a>.</p>

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

### 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Company has established practices for respective stakeholder groups and remains committed to communicating effectively with its shareholders and other stakeholders on the Company’s sustainability strategies, priorities and targets. Throughout the year, the Group endeavours to keep an open line of communication with its stakeholders to manage and address their interests, expectations and concerns. In communicating sustainability matters, various types of stakeholder engagement are adopted, depending on the target stakeholders, such as face-to-face meeting with regulators, customers and suppliers, email communications with the interested public, quarterly analyst presentation decks and the AGM.</p> <p>Through the sustainability matrix, key sustainability matters are identified. The Group’s on-going sustainability initiatives, material sustainability matters, as well as the activities undertaken by the Group to support the sustainability practices and corporate social responsibility initiatives are disclosed in the 2025 Annual Report of the Company (under the Sustainability Statement).</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board continuously keep themselves abreast of, and enhance their understanding of, sustainability agendas relevant to the Company and its business. The impacts relating to sustainability themes such as business diversity, compliance with laws and regulations, minimum wages, biosecurity, cyber threats and food safety are constantly brought to the Board for discussion and awareness. The Board also took note of the revised sustainability reporting requirements introduced by Bursa Malaysia Securities Berhad (“Bursa Securities”) in December 2024, which aims to align the sustainability reporting framework with the National Sustainability Reporting Framework (“NSRF”), focusing on climate-related disclosures.</p> <p>The Board, through the SC, received updates on the requirements of the NSRF and the preparatory work undertaken by Management to comply with the new requirements. This further enables the Board to stay abreast of, and enhance its understanding of, sustainability issues relevant to the Company and its business, including climate-related risks and opportunities.</p> <p>In view of the increased interest from stakeholders and regulators on matters relating to sustainability, the Group will continue to engage with its stakeholders and explore further improvements in conducting their business in a more sustainable manner. The Board is also mindful of the need to keep abreast of external trends. Where necessary, external consultants will be engaged to provide training and knowledge development on sustainability matters to the Board.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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### 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.

<b>Application</b>	:	Departure	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:	The performance evaluation of the Board for FY 2025 included a review of their performance in addressing the Group's material sustainability risks and opportunities. However, the performance evaluation of senior management for FY 2025 did not include an assessment of their performance in addressing the Group's material sustainability risks and opportunities.	
		Nevertheless, the SC, with the support of the Sustainability Working Committee, has set targets for the Group's sustainability strategic pillars and will take into consideration the achievement of these targets in evaluating the performance of senior management in the near future.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:	The NC will progressively develop the criteria or key performance indicators ("KPIs") for the performance evaluation of the Board and senior management in addressing the Group's material sustainability risks and opportunities.	
<b>Timeframe</b>	:	Within 3 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.*

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	The Board has established a SC, which is chaired by the Group COO, to oversee the implementation of the Group's ESG initiatives. The SC will spearhead the integration of ESG within the Group. The Company has engaged an external consultant to assist in documenting the Group's ESG practices and formalising the Group's ESG-related strategies, priorities and targets.

### 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The appointment of Directors is undertaken by the Board as a whole, upon review and recommendation by the NC. The NC evaluates the effectiveness of the Board and Board Committees, as well as assesses the contribution of each individual Director annually via Committee Evaluation, Self-Assessment Evaluation and/or Peer Review Evaluation. The NC has also reviewed the fit and proper criteria, integrity and personality of each Director and Key Officer of the Company.</p> <p>In addition, the NC is tasked to review and assess the performance and contribution of retiring Directors, including the fit and proper criteria as set out in the Company's Fit and Proper Policy, before recommending to the Board for consideration.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## 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.

<b>Application</b>	:	Departure												
<b>Explanation on application of the practice</b>	:													
<b>Explanation for departure</b>	:	<p>As at 31 December 2025, the Board consists of eleven (11) members, of whom five (5) (45%) were Independent Directors, as follows:</p> <table border="1"><thead><tr><th>Designation</th><th>No. of Directors</th><th>%</th></tr></thead><tbody><tr><td>Non-Independent Executive Director</td><td>6</td><td>55%</td></tr><tr><td>Independent Non-Executive Director</td><td>5</td><td>45%</td></tr><tr><td><b>Total</b></td><td><b>11</b></td><td><b>100%</b></td></tr></tbody></table> <p>The Board composition complies with Paragraph 15.02 of the Main Market Listing Requirements of Bursa Securities, which requires at least 2 or 1/3 of the Board to comprise Independent Directors and at least 1 woman director.</p> <p>The Independent Directors are of high calibre, with diverse backgrounds, wide-ranging skill sets and in-depth experience in boardroom and leadership positions. They are able to exercise strong independent judgement and provide effective check and balance to the Board through their objective and independent views, thereby fostering greater objectivity in the Board's deliberation. The Independent Directors also engage in in-depth discussion with the Key Senior Management.</p> <p>All five (5) Independent Directors meet the criteria of "independence" under the Main Market Listing Requirements. The Board acknowledges that having a majority of Independent Directors would enhance objectivity and mitigate the risk of undue dominance and complacency within the Board. While the Board aspires to meet this practice, the uncertainties in the poultry industry have led to profound changes, requiring the Board to focus on strategic business planning and the effective execution of such strategies to achieve the Company's long-term objectives.</p> <p>The Board will assess the composition and size of the Board on an ongoing basis to ensure that the needs of the Company are met. The Board is of the view that the current Independent Non-Executive</p>	Designation	No. of Directors	%	Non-Independent Executive Director	6	55%	Independent Non-Executive Director	5	45%	<b>Total</b>	<b>11</b>	<b>100%</b>
Designation	No. of Directors	%												
Non-Independent Executive Director	6	55%												
Independent Non-Executive Director	5	45%												
<b>Total</b>	<b>11</b>	<b>100%</b>												

	<p>Directors possess the experience and business acumen necessary to carry sufficient weight in the Board’s decision-making process and to act in the best interest of the shareholders. A new Independent Non-Executive Director was appointed with effect from 1 January 2025, with the aim of increasing the number of Independent Directors on the Board.</p> <p>The Board endeavours to have a majority of Independent Directors in due course.</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>	<p>: The NC will continue to seek suitably qualified and competent candidates to strengthen the independence of the Board and contribute to the effective governance of the Company.</p>	
<p><b>Timeframe</b></p>	<p>: Others</p>	<p>On-going</p>

**Intended Outcome**

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

**Practice 5.3**

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

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	Currently, there are no Independent Directors serving beyond a cumulative term limit of nine years.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**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.*

<b>Application</b>	:	Not Adopted
<b>Explanation on adoption of the practice</b>	:	

### 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is committed to encourage diversity and inclusion within the Company. The Board has in place (i) a Board Diversity Policy, which sets out the approach to a diverse Board composition, including but not limited to skills, industrial experience, background, race and other qualities; and (ii) a Directors' Fit and Proper Policy, which guides the Board in new Board appointments as well as the re-election of retiring Directors.</p> <p>The NC is delegated with the responsibilities of assessing and recommending suitable candidates to be appointed as Directors and members of the Board Committees.</p> <p>The NC takes into consideration the candidates' skills, knowledge, expertise and experience, commitment (including time commitment), professionalism, Board diversity (including gender, age, ethnicity and cultural background) as well as character, integrity and competence. For the appointment of Independent Directors, the NC also evaluates the candidates' ability to discharge such responsibilities or functions expected of an Independent Director.</p> <p>The Board, upon the recommendation of the NC, evaluates and decides on the appointment of the proposed candidate to the Board.</p> <p>The appointment of Key Senior Management is based on predetermined criteria, including skill sets, integrity and leadership qualities, in line with their respective job descriptions.</p> <p>Based on the annual assessment for FY 2025, the Board concluded that the current Board composition consists of members that bring about diverse gender, skills, knowledge, expertise, experience, professionalism, integrity, competencies and independence. The Board was also satisfied with the level of time commitment demonstrated by the Directors in fulfilling their roles and responsibilities. As at the date of the report, none of the Directors of LHI holds more than five</p>

	directorships in listed issuer, and no politician has been appointed to the Board.	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The current process of appointment of new director to the Board is based on the recommendation of the NC.</p> <p>The NC is responsible for identifying and selecting potential candidates as Director through various channels and avenues, in addition to considering potential candidates proposed by senior executive, Director or major shareholder, prior to making a recommendation to the Board.</p> <p>Ms Chan Eoi Leng (“Ms Chan”) was appointed as an Independent Director of the Company with effect from 1 January 2025. In selecting the candidate, the NC did not utilise independent sources as it was satisfied that the candidate identified through internal recommendations possessed the requisite competencies, experience and attributes required for the role. The NC had conducted an assessment of Ms Chan’s qualifications, experience and independence, and was of the view that she would be able to contribute to the Board. Ms Chan has extensive experience in corporate advisory services as well as corporate governance-related matters, which further strengthens the Board’s core competencies. After considering the NC’s recommendation and the Board’s collective skill set, the Board approved her appointment.</p> <p>The Board will consider utilising independent sources to identify suitably qualified candidates, as and when the need arises.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

<b>Measure</b>	:		
<b>Timeframe</b>	:		

## 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	Shareholders were provided with detailed information on the Directors standing for re-election at the 11 <sup>th</sup> AGM, i.e. details of their interests, positions in the Company and family relationships with any Director and/or major shareholder, via the explanatory notes to the Notice of the 11 <sup>th</sup> AGM of the Company. The profiles of the Directors who are due for retirement are set out in the Annual Report of the Company.  In addition, the Board and the NC assessed the performance and contribution of the retiring Directors before tabling the same to shareholders for approval at the 11 <sup>th</sup> AGM held on 30 May 2025. The Board's statement of support on the re-election of the Directors is also set out in the explanatory notes to the Notice of the 11 <sup>th</sup> AGM of the Company.
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**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.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The NC is chaired by Mr Tay Tong Poh, an Independent Non-Executive Director.</p> <p>The Board recognises the importance of having the NC chaired by an Independent Director to ensure objectivity, impartiality and independent judgement in the Committee's deliberations and decision-making processes.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**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.

<b>Application</b>	:	Departure	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:	Pursuant to the Company's Board Diversity Policy, the Company shall have at least one woman Director on the Board. As at 31 December 2025, the Board comprised three (3) women Directors out of eleven (11) Board members, representing 27% of the Board's composition.	
		The Board strives to achieve at least 30% women representation on the Board and 20% women participation in Senior Management.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:	The NC will continue to seek suitably qualified and competent women candidates who can contribute to the effective governance of the Company, as well as to achieve the target of 30% women representation on the Board. During the FY 2025, an additional woman Director was appointed with the aim of achieving this target.	
<b>Timeframe</b>	:	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.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Diversity Policy of the Company, which includes gender diversity for the Board and senior management is disclosed in the Annual Report.</p> <p>The Board strives to have at least 30% women representation on the Board and 20% women participation in Senior Management positions. These targets are outlined in the Diversity Policy, which is available on the Company’s website at <a href="https://www.leonghupinternational.com/">https://www.leonghupinternational.com/</a>.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

## 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>	
<b>Application</b>	: Departure
<b>Explanation on application of the practice</b>	:
<b>Explanation for departure</b>	: <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 FY 2025. However, the Company has established a formal process for assessing the effectiveness of the Board as a whole, the various Board Committees and the contribution of each Director, facilitated by the Company Secretaries with reference to available guidelines and good corporate governance practices.</p> <p>The NC, on 27 February 2026, carried out the annual assessment to determine the effectiveness of the Board, Board Committees and individual Directors, as well as the performance and contribution of each Director in respect of the FY 2025.</p> <p>The evaluation process commenced with the development of the evaluation forms by the NC, which were approved by the Board. Various factors were considered in the evaluation forms, including the Board's size, structure, composition, mix of skills and experience, time commitment, integrity and etc.</p> <p>The following criteria were used to assess the Board, Board Committees and each individual Director during FY 2025:-</p> <p>(a) Board and Board Committees' assessment</p> <ul style="list-style-type: none"><li>➤ Board structure and composition;</li><li>➤ Quality of information and decision-making;</li><li>➤ Boardroom conduct and activities;</li><li>➤ Board of Directors' relationship with Management;</li><li>➤ Board skills matrix;</li></ul>



### 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has adopted a Remuneration Policy which sets out the remuneration principles and guidelines for the Directors and Key Senior Management of the Company. The Remuneration Policy aims to attract, motivate and retain qualified Directors and Key Senior Management.</p> <p>The RC reviews the remuneration of the Directors and Key Senior Management on an annual basis and makes recommendation to the Board for approval. The Board then determines the remuneration of the Directors, with the interested Directors abstaining from any deliberations or voting on their own remuneration. The fees and other benefits payable to the Non-Executive Directors for carrying out their duties as Directors of the Company are approved by shareholders at the AGM.</p> <p>The RC will include "sustainability" as one of the KPIs of the Directors and Key Senior Management from FY 2026 onwards.</p> <p>The Remuneration Policy is available on the Company's website at <a href="https://www.leonghupinternational.com/">https://www.leonghupinternational.com/</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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### Intended Outcome

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

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

### Practice 7.2

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has established a RC which comprises solely of Independent Non-Executive Directors. The RC is chaired by Ms Goh Wen Ling, an Independent Non-Executive Director.</p> <p>The RC is principally responsible for reviewing and assessing the remuneration packages of Executive Directors, Non-Executive Directors and Key Senior Management in all forms, to ensure that they remain competitive, appropriate and commensurate with their experience, skills and level of responsibilities, as well as industry benchmarks, to drive the Company towards long-term sustainable growth.</p> <p>The Directors who are also shareholders of the Company abstained from voting on the resolution pertaining to the approval of their own fees at the last AGM held in May 2025.</p> <p>The RC's Terms of Reference are available on the Company's website at <a href="https://www.leonghupinternational.com/">https://www.leonghupinternational.com/</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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**Intended Outcome**

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

**Practice 8.1**

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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	The details of remuneration received/receivable by each Director in respect of FY 2025 are set out on the following page:-

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	Lau Chia Nguang	Executive Director	-	-	-	-	-	-	-	537	-	3,835	6,180	38	65	10,655
2	Tan Sri Dato' Lau Eng Guang	Executive Director	-	-	-	-	-	-	-	-	333	2,955	5,910	21	2,101	11,320
3	Tan Sri Lau Tuang Nguang	Executive Director	-	-	312	-	-	60	372	645	90	2,577	5,155	35	3,971	12,473
4	Datuk Lau Joo Hong	Executive Director	-	-	-	-	-	-	-	43	90	4,265	6,180	-	1,234	11,812
5	Lau Joo Han	Executive Director	-	-	-	-	-	-	-	194	323	2,640	5,280	23	2,456	10,916
6	Lau Joo Keat	Executive Director	-	-	-	-	-	-	-	-	18	2,480	4,000	51	48	6,597
7	Low Han Kee	Independent Director	170	26	-	-	-	-	196	170	26	-	-	-	-	196
8	Chu Nyet Kim	Independent Director	150	28	-	-	-	-	178	150	28	-	-	-	-	178
9	Goh Wen Ling	Independent Director	160	26	-	-	-	-	186	216	40	-	-	-	-	256
10	Tay Tong Poh	Independent Director	160	20	-	-	-	-	180	160	20	-	-	-	-	180
11	Chan Eoi Leng	Independent Director	140	22	-	-	-	-	162	140	22	-	-	-	-	162
12	Lau Joo Yong (Alternate to Tan Sri Dato' Lau Eng Guang)	Choose an item.	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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.

<b>Application</b>	:	Not applicable - all members of senior management are members of the board	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

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.

<b>Application</b>	:	Not Adopted
<b>Explanation on adoption of the practice</b>	:	

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.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	Mr Low Han Kee, who is the Senior Independent Non-Executive Director of the Company, serves as the Chairman of the ARC, whilst Mr Lau Chia Nguang serves as the Chairman of the Board. Having the positions of the Chairman of the Board and the Chairman of the ARC held by different individuals allow the Board to review the ARC's findings and recommendations with unfettered objectivity.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board recognises the need to uphold the independence of the external auditors from the Board and Management. The Terms of Reference of the ARC and the External Auditors' Assessment Policy restrict the appointment of a former key audit partner of the Company as a member of the ARC unless the former key audit partner has observed a cooling-off period of at least three (3) years, to safeguard the integrity and independence of the audit process.</p> <p>As at the date of this report, none of the members of the ARC are former key audit partners.</p> <p>The Terms of Reference of the ARC are available on the Company's website at <a href="https://www.leonghupinternational.com/">https://www.leonghupinternational.com/</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board, through the ARC, has maintained a formal, proper and transparent relationship with the external auditors. Before the commencement of the audit, the ARC discussed with the external auditors the nature and adequacy of the audit scope, functions and resources, and ensured proper co-ordination where more than one audit firm is involved.</p> <p>The ARC has a direct communication channel with the external auditors to discuss audit findings, issues and reservations arising from the interim and final audits, and any matters that the external auditors may wish to raise (in the absence of Management where necessary). As part of the assessment of the performance of the external auditors, the ARC also reviewed the external auditors' management letter and Management's responses.</p> <p>In addition, the ARC reviewed the nature and extent of non-audit services rendered by the external auditors during the FY 2025 and concluded that the provision of such services did not compromise their independence and objectivity. The ARC also received written confirmation from the external auditors that they are, and have been, independent throughout the conduct of the audit engagement in accordance with all relevant professional and regulatory requirements.</p> <p>The External Auditors' Assessment Policy was last reviewed on 25 November 2025. The policy outlines the procedures for assessing the suitability, objectivity and independence of the external auditors. In addition, the ARC, on 26 August 2025, reviewed and recommended to the Board the adoption of the Non-Assurance Concurrence Policy, which sets out the procedures and conditions for engaging the external auditors to provide non-audit services.</p> <p>Guided by its Terms of Reference, the ARC, on 24 February 2026, undertook an assessment of the suitability, effectiveness and independence of the external auditors, PricewaterhouseCoopers PLT ("PwC") for the FY 2025.</p>

	<p>PwC also furnished its Transparency Report 2025 to the ARC on 21 April 2026. Based on the assessment results, the ARC was satisfied with the suitability of PwC. Based on the ARC’s recommendation and having regard to the outcome of the annual assessment of the external auditors, the Board agreed that the re-appointment of PwC as the external auditors of the Company be recommended to shareholders for approval at the forthcoming 12<sup>th</sup> AGM of the Company.</p>	
<p><b>Explanation for departure</b></p>	<p>:</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>	<p>:</p>	
<p><b>Timeframe</b></p>	<p>:</p>	

**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.

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	The ARC comprises three members, all of whom are Independent Non-Executive Directors.

## 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The ARC is chaired by Mr Low Han Kee. He qualified as a Certified Public Accountant in 1984 and has more than 36 years of financial expertise covering audit, as well as senior finance positions and management positions in Malaysian public listed companies.</p> <p>Ms Chu Nyet Kim is a member of the Association of Chartered Certified Accountants (ACCA) and a member of the Malaysian Institute of Accountants (MIA). She has garnered vast experience in taxation, finance and accounting functions.</p> <p>Ms Goh Wen Ling is a lawyer by profession and has extensive experience in the legal industry, encompassing direct real estate acquisitions and divestments, retail banking and etc.</p> <p>The members of the ARC, collectively, possess a wide range of relevant skills, knowledge and industry experience. They are capable of providing sound advice to the Board not only in terms of financial reporting, but also on internal audit, taxation, and the state of the Group's risk and internal control environment.</p> <p>The members of the ARC continuously apply a critical and probing view on the Company's financial reporting process, transactions and other financial information, and effectively challenge Management's assertions on the Company's financials during ARC meetings.</p> <p>Apart from continuous training attended by each Director, the ARC also receives periodic updates on new accounting standards from the Company's external auditors and corporate governance updates from the Company Secretaries. These continuous training programmes and updates enable the members to sustain their active participation in discharging their duties as members of the ARC.</p>

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

### 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board acknowledges its overall responsibility for the Group’s risk management and internal control systems, and is focused on setting and enhancing the procedures and culture to ensure their effectiveness. The Group’s risks include operational, financial, regulatory and compliance risks. The ARC has been entrusted to assist the Board in discharging its roles and responsibilities to oversee the effectiveness of the risk management and internal control systems, and to advise the Board on the principal risks facing the business, including those that could threaten its solvency or liquidity.</p> <p>The Board has established an Enterprise Risk Management framework, which proactively identifies, evaluates and manages the key risks of the Group.</p> <p>The Group’s internal audit function, which reports directly to the ARC, is outsourced to a professional firm. The review of the Group’s risk management and internal control systems is an on-going process, designed to manage risks rather than to eliminate the risk of failure to achieve business objectives.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board, assisted by ARC, reviews risk management and internal control issues identified by the internal and external auditors. The ARC also monitors and assesses the Group’s risk appetite and risk tolerance to safeguard shareholders’ investments and the Group’s assets.</p> <p>The key features of the Group’s risk management and internal control framework, as well as their adequacy and effectiveness, are disclosed in the Statement on Risk Management and Internal Control (“SORMIC”) of the Company’s 2025 Annual Report.</p> <p>The SORMIC also outlines the distinct roles and functions of those entrusted with maintaining the risk management and internal control systems. The measures put in place to manage and mitigate risks are also articulated in the SORMIC. The Board is of the view that the Group’s risk management and internal control systems are effective and adequate to safeguard shareholders’ investments and the Group’s assets.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**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.

<b>Application</b>	:	Not Adopted
<b>Explanation on adoption of the practice</b>	:	

### 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The ARC is responsible for monitoring and reviewing the effectiveness of the internal audit function. The Group's internal audit function is outsourced to KPMG Management &amp; Risk Consulting Sdn Bhd.</p> <p>The internal auditors report independently and directly to the ARC. Their role is to provide independent assurance on the adequacy and effectiveness of the Group's risk management, internal control and governance processes. The scope of the internal audit is determined and agreed with the ARC, based on the material impact identified from a detailed Enterprise Risk Management review of the major subsidiaries, including (but not limited to) financial and operational areas. Upon completion of the audit, an internal audit report summarising the audit findings, recommendations for improvement and Management's responses are tabled to the ARC at its quarterly meetings. The internal auditors will subsequently perform follow-up audits to ensure that corrective actions have been implemented.</p> <p>In addition, the ARC meets with the internal auditors at least once a year without the presence of Management. The internal auditors have unfettered access to the ARC, the Board and Management, as well as the Group's documents, records and personnel.</p> <p>The ARC also reviews the adequacy of the scope, competency, experience and resources of the internal audit function annually and assesses whether it has the necessary authority and resources to carry out its work effectively.</p> <p>The ARC was satisfied with the competency and independence of the internal auditors in carrying out their duties during FY 2025.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Group’s internal audit function is outsourced to an independent professional firm, KPMG Management &amp; Risk Consulting Sdn Bhd, headed by the Engagement Executive Director, Mr Darren Lee Siet Loon (“Darren Lee”), who is a Chartered Accountant of the Malaysian Institute of Accountants, a Certified Internal Auditor and a Chartered Member of The Institute of Internal Auditors Inc. Darren Lee has over 18 years of experience in professional services, particularly in enterprise risk management, internal audit, and the assessment of governance structures and internal controls for various government agencies and public-listed companies.</p> <p>The number of staff deployed for each internal audit review ranges from five (5) to six (6) personnel per visit, including the Engagement Director. The staff involved in the internal audit review possess professional qualifications and/or university degrees. The internal audit personnel from KPMG Management &amp; Risk Consulting Sdn Bhd are free from any relationships with any Director and/or major shareholder of the Company, and have no conflicts of interest that could impair their objectivity and independence.</p> <p>The disclosures are set out in various sections of the Corporate Governance Overview Statement, SORMIC, and ARC Report of the Company’s 2025 Annual Report.</p> <p>The internal audit function is carried out in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.</p>
<b>Explanation for departure</b>	:	

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

<b>Measure</b> :		
<b>Timeframe</b> :		

## 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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board acknowledges the importance of providing regular, effective and transparent communication with the Company's stakeholders to strengthen their confidence and trust. The Board is also committed to ensuring that all communications to the investing public regarding the Group's business operations and financial performance are made in a timely, accurate, and informative manner. In maintaining a high level of credibility and governance, the following channels are utilised by the Board to disseminate information and communicate with key internal and external stakeholders, including but not limited to investor relations activities:</p> <p><b>Investor Relations</b></p> <p>The Group maintains communication with shareholders, investors and the investment community, both in Malaysia and internationally, via its dedicated Investor Relations (IR) function. The Board has designated the Group Chairman, Group CEO and Group CFO as the spokespersons for the Group and to manage the dissemination of information to stakeholders, including shareholders and potential investors. The Board believes that internal resources have a better understanding of the Company and are able to meet the expectation of a wide range of stakeholders by providing informative and accurate information to help the investment community develop a comprehensive understanding of the Company's strategies, financial results and corporate developments. Financial presentation decks are uploaded to the Company's website after the announcement of the Company's quarterly results through Bursa LINK to provide financial analysts with better insights into the Company's performance. The Company adopted an Investor Relations Policy on 26 November 2019 and last reviewed it on 18 April 2025. The policy is available on the Company's website.</p> <p><b>Website</b></p> <p>The Company ensures that its website is regularly updated with current and relevant information to provide up-to-date information on the Group's business, strategic developments, corporate governance, sustainability initiatives and financial information. A variety of online and offline contact options (email, online feedback form, general and</p>

	<p>media enquiries) are provided to facilitate public engagement with the Group.</p> <p><b>Annual Report</b> The Annual Report serves as a key channel of communication on the Group's financial performance, business activities and other significant developments, including operational updates and challenges. The Board places great importance on the content of the Annual Report to ensure the accuracy of the information, as it is a vital source of information for investors, shareholders and the general public.</p> <p><b>Bursa Malaysia Securities Berhad</b> The Company releases all announcements via Bursa LINK. The shareholders and the public may access such announcements and financial information on the website of Bursa Securities.</p> <p><b>Annual General Meeting</b> The AGM serves as a platform for shareholders and investors to engage directly with the Directors by seeking clarification on the Group's performance and prospects.</p>	
<p><b>Explanation for departure</b></p>	<p>:</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>	<p>:</p>	
<p><b>Timeframe</b></p>	<p>:</p>	

### Intended Outcome

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

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

### Practice 12.2

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

<b>Application</b>	:	Departure
<b>Explanation on application of the practice</b>	:	
<b>Explanation for departure</b>	:	<p>The Integrated Reporting process is an on-going journey to enhance the quality, connectivity and relevance of information disclosed to stakeholders. The Company adopts an incremental approach towards Integrated Reporting and intends to progressively move towards a more integrated reporting framework from its existing reporting structure. In doing so, the Company seeks to provide a more holistic view of how it creates value over the short, medium and long term, by strengthening the linkages between its financial performance, business strategy, governance practices and sustainability initiatives.</p> <p>Nonetheless, the Board and Management remain committed to enhancing the quality of disclosure to stakeholders and promoting greater accountability and transparency. The Company's 2025 Annual Report, which includes the Management Discussion and Analysis, Corporate Governance Overview Statement, SORMIC, ARC Report, Additional Compliance Information, Sustainability Statement, Value-Creating Business Model and Audited Financial Statements for the FY 2025, provides a fairly comprehensive overview of the Company's financial and non-financial information.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	To align with best practices, the Board will continue to progress towards a more integrated reporting approach from its existing reporting framework and will, where appropriate, consider the adoption of integrated reporting based on a globally recognised framework.
<b>Timeframe</b>	:	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.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The 11<sup>th</sup> AGM of the Company was conducted physically on 30 May 2025 at Parkroyal A’Famosa Melaka Resort. The notice, proxy form and Administrative Guide for the 11<sup>th</sup> AGM were issued and made available on the Company’s website on 30 April 2025, which was more than 28 days prior to the AGM and well in advance of the 21-day requirement under the Act and the Main Market Listing Requirements. Sufficient notice period was given to shareholders to enable them to make the necessary arrangements to attend the Company’s AGM.</p> <p>The Notice of AGM provides detailed explanations of the proposed resolutions together with relevant background information and reports or recommendations, where applicable, to enable shareholders to make informed decisions when exercising their voting rights.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**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.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The 11 <sup>th</sup> AGM was conducted physically at Parkroyal A’Famosa Melaka Resort on 30 May 2025. All Directors, Senior Management, external auditors and Company Secretaries attended the 11 <sup>th</sup> AGM to respond to any financial and operational queries raised by shareholders, and to provide clarification or explanation on the proposed resolutions before they were put to a vote.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### 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.

<b>Application</b>	:	Departure	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:	The 11 <sup>th</sup> AGM of the Company was conducted physically at Parkroyal A'Famosa Melaka Resort.	
	:	The Board opted for a physical meeting platform to facilitate better engagement with shareholders, as it allows for more effective two-way communication during the AGM.  All resolutions tabled at the 11 <sup>th</sup> AGM were voted by poll in accordance with Main Market Listing Requirements of Bursa Securities. Shareholders who were unable to attend the meeting were allowed to appoint any person(s) or the Chairman of the meeting as their proxies to attend, participate, speak and vote on their behalf.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:	The Board will consider adopting appropriate technology to facilitate remote shareholders' participation in future general meetings, with a view to enhancing broader shareholder participation.	
<b>Timeframe</b>	:	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>	
<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	: Shareholders were given the opportunity to ask questions and engage with the Board and/or Senior Management of the Company during the 11 <sup>th</sup> AGM. Sufficient time was allocated to address all queries and suggestions raised by shareholders or their representatives.  Beyond general meetings, shareholders may also raise issues or seek clarification from the Board or Management via the Company's website at any time, as required.
<b>Explanation for departure</b>	:  
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b>	:  
<b>Timeframe</b>	:  

### 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>	
<b>Application</b> :	Not applicable – only physical general meetings were conducted in the financial year
<b>Explanation on application of the practice</b> :	
<b>Explanation for departure</b> :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b> :	
<b>Timeframe</b> :	

**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>	
<b>Application</b> :	Applied
<b>Explanation on application of the practice</b> :	The minutes of the 11 <sup>th</sup> AGM held on 30 May 2025 were uploaded to the Company's website on 14 July 2025 (i.e. within 30 business days after the 11 <sup>th</sup> AGM).
<b>Explanation for departure</b> :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b> :	
<b>Timeframe</b> :	

**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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