

CORPORATE GOVERNANCE REPORT

STOCK CODE : 5305
COMPANY NAME : SENHENG NEW RETAIL BERHAD
FINANCIAL YEAR : December 31, 2025

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

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

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

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board is collectively responsible for the long-term success of Senheng New Retail Berhad ("Senheng" or "the Company") and its subsidiaries (collectively referred to as the "Group") as well as for delivering sustainable value to its stakeholders.</p> <p>The Board recognises the importance of clearly demarcating of responsibilities between the Board, Board Committees, Senior Management and Management in discharging its fiduciary duties. Accordingly, it has established a Board Charter, which is published on the Company's website at https://senheng.com/about-us/corporate-governance/ and is subject to periodic review.</p> <p>The Board is guided by its Board Charter, which clearly outlines its duties and responsibilities as follows:-</p> <ul style="list-style-type: none">a) to review and adopt strategic plans, addressing the sustainability of the Group's business;b) to oversee the conduct of the Group's businesses and evaluate the effectiveness of management;c) to identify principal business risks and implementation of appropriate systems for risk management;d) to ensure Senior Management has the necessary skills and experience and that appropriate succession planning for the Board and Senior Management is in place;e) to review the adequacy and integrity of the Group's internal control and management information systems, and ensure compliance with applicable laws, regulations, rules, directives and guidelinesf) to ensure the Group has in place procedures to enable effective communication with stakeholders;g) to ensure all Directors have the necessary financial literacy to interpret the Group's financial statements and form a view of the information presented;

	<p>h) to ensure the integrity of the Group’s financial and non-financial reporting;</p> <p>i) to promote a good corporate governance culture together with Senior Management by reinforcing ethical, prudent and professional conduct; and</p> <p>j) to review, challenge and approve Management’s critical proposals, provide challenge where appropriate and oversee their implementation.</p> <p>To ensure an effective discharge of responsibilities, the Board has delegated specific responsibilities to three (3) Board Committees, namely Audit and Risk Management Committee (“ARMC”), Nomination Committee (“NC”) and Remuneration Committee (“RC”). While the Board is guided by its Board Charter, each Board Committee operates within its designated functions and duties as specified in their respective Terms of Reference (“TOR”). The Board reviews and assess the TORs for all Board Committees, which is also published on the Company’s website at https://senheng.com/about-us/corporate-governance/.</p>
<p>Explanation for departure</p>	<p>:</p>
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p>Measure</p>	<p>:</p>
<p>Timeframe</p>	<p>:</p>

Intended Outcome

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

Practice 1.2

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

Application	: Applied
Explanation on application of the practice	<p>The Chairman plays a pivotal leadership role in guiding the conduct of the Board and managing its interactions with shareholders and other stakeholders. He is responsible for instilling good corporate governance practices, fostering effective leadership and ensuring overall effectiveness of the Board.</p> <p>There are two (2) main aspects to the Chairman's role. They are the Chairman's role within the boardroom and the Chairman's role outside the boardroom as stated in the Board Charter.</p> <p>The key responsibilities of the Chairman of the Board are, among others, as follows:-</p> <ul style="list-style-type: none">• providing leadership to ensure the Board exercises effective oversight of Management;• leading the Board in adopting and implementing good corporate governance practices across the Group;• establishing the agenda for Board meetings in consultation with the Managing Director and Company Secretary;• promoting active participation by all Directors and encouraging the expression of differing views to be expressed, while ensuring that all relevant matters are included on the agenda. Directors are provided with timely and relevant information and are properly briefed on issues arising during Board meetings;• ensuring that Executive Directors go beyond their executive functions and fully assume their responsibilities in corporate governance;• managing the interface between the Board and Management;• coordinating investor relations activities with the Managing Director to provide stakeholders with relevant information and communicate their views to the Board;• acting as the primary spokesperson for the Company at the Annual General Meeting ("AGM") and in reporting the Company's financial and operational performance; and• performing any other responsibilities as may be assigned by the Board from time to time. <p>The Board Charter is available on the Company's website at https://senheng.com/about-us/corporate-governance/.</p>

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

Intended Outcome

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

Practice 1.3

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

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>During FYE 2025, Mr. Lim Kim Heng ("Mr. KH Lim"), the Non-Independent Executive Chairman was appointed as the Managing Director of the Group, following the retirement of Mr. Lim Kim Chieng ("Mr. KC Lim") as the President of the Company on 1 August 2025. This appointment was made in consideration of Mr. KH Lim's extensive experience and in-depth knowledge as the Group's founder. Following his appointment as the Managing Director, Mr. KH Lim assumes dual roles as Chairman of the Board and Managing Director on an interim basis, while the Company undertook a formal process to identify a suitable candidate for the position of Chairman.</p> <p>Notwithstanding this temporary arrangement, the Board remained cognisant of and committed to the principle that the roles of Chairman and Managing Director held by separate individuals to promote a clear division of responsibilities and to ensure an appropriate balance of power, authority and accountability at the Board level.</p> <p>In line with this commitment, the Board identified and appointed Dato' Yeow Wah Chin ("Dato' Yeow"), the existing Independent Non-Executive Director, as Independent Non-Executive Chairman on 1 March 2026. Following this appointment, Mr. KH Lim relinquished his role as Chairman and was redesignated solely as the Managing Director of the Company. This transition was undertaken to reinforce appropriate safeguards and oversight mechanisms, thereby maintaining effective checks and balances over the Group's strategic and operational decision, in line with best practices as set out in the Malaysian Code on Corporate Governance ("MCCG").</p> <p>The Chairman plays a pivotal leadership role in ensuring the effective functioning of the Board, including leading Board deliberations, fostering constructive engagement among Directors, and facilitating effective communication with shareholders and stakeholders. The Chairman is also responsible for promoting high standards of corporate governance and cultivating a culture of transparency, accountability, and integrity within the organisation.</p> <p>Mr. KH Lim, assumes the role of the Managing Director, is responsible for overseeing the Group's day-to-day operations and implementing</p>

	<p>the strategic direction approved by the Board. He is accountable for driving business performance, managing the Group’s resources effectively, and identifying growth opportunities. His industry expertise and leadership experience position him well to lead the Group towards sustained success.</p> <p>Clear delineation of responsibilities between the Chairman and Managing Director is set out in the Board Charter, which is available on the Company’s website.</p>
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p>Measure</p>	<p>: During the period from 1 August 2025 to 28 February 2026, where the roles of Chairman and Managing Director were combined, the Board had in place the following measures to mitigate potential governance risks and ensure adequate checks and balances:</p> <ul style="list-style-type: none"> (a) The presence of a majority of Independent Non-Executive Directors on the Board to provide objective and independent judgement; (b) Active oversight by Independent Directors, including robust deliberations during Board meetings; (c) Clear segregation of operational and Board responsibilities as guided by the Board Charter; (d) Key decisions were collectively deliberated and approved by the Board, ensuring no single individual had unfettered decision-making authority; and (e) The ARMC, NC, and RC, all chaired by Independent Non-Executive Directors, continued to function effectively and independently. <p>The combined role was strictly temporary, and the Board had initiated succession planning efforts immediately upon the occurrence of the vacancy. The appointment of an Independent Non-Executive Chairman on 1 March 2026 reflects the Board’s commitment to full compliance with MCCG best practices.</p>
<p>Timeframe</p>	<p>:</p>

Intended Outcome

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

Practice 1.4

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

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>	
Application	: Applied
Explanation on application of the practice	: During FYE 2025, Mr. Lim Kim Heng (" Mr. KH Lim "), the Non-Independent Executive Chairman is not Chairman and/or Members of NC, RC and ARMC. Following the appointment and redesignation of Dato' Yeow as the Independent Non-Executive Chairman of the Company on 1 March 2026, he has ceased be Chairman and/or members of NC and RC, respectively, he does not hold any membership in NC, RC and ARMC of the Company. Senheng is in compliance with Practice 1.4 of the MCCG whereby the Chairman of the Board is not a member of the ARMC, NC and RC. All Board Committees consist of Independent Non-Executive Directors (" INEDs "). The Chairman does not participate in the Board Committees' meetings.
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	: Choose an item.

Intended Outcome

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

Practice 1.5

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Company Secretaries provide professional advice to the Board on all corporate governance matters to ensure that the Board and its Board Committees function in accordance with their TORs, while observing the relevant rules and procedures and the relevant corporate governance best practices.</p> <p>During the financial year ended 31 December 2025 (“FY2025”) the Board was supported by qualified and competent Company Secretaries namely, Ms. Teo Soon Mei and Ms. Lim Jia Huey, who are fellows of The Malaysian Institute of Chartered Secretaries and Administrators (“MAICSA”) and possess the requisite qualifications to act in accordance with Section 235(2)(a) of the Companies Act 2016 (“Act”).</p> <p>The Board has direct access to the professional advice and services of the Company Secretaries and their team in the performance of its duties and discharge of its responsibilities.</p> <p>To ensure the effective performance of their duties, the Company Secretaries have kept and will continue to keep themselves updated on the latest regulatory and corporate governance developments through continuous training and industry updates. During FY2025, the Company Secretaries accumulated the requisite Continuing Professional Development points as required by MAICSA and the Companies Commission of Malaysia.</p> <p>Further details of the roles and responsibilities of the Company Secretaries are outlined in the Board Charter available on the Company’s website.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
------------------	---	--	--

Intended Outcome

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

Practice 1.6

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

Application	:	Applied
Explanation on application of the practice	:	<p>To allow sufficient time for Directors to consider the relevant information, a comprehensive set of Board papers and detailed agenda items are circulated at least seven (7) days in advance, or within a shorter timeframe where unavoidable. Where there is a need to table a report, a brief statement of findings and/or recommendations is prepared.</p> <p>Minutes are prepared following each Board meeting and are circulated in draft form to ensure that the minutes accurately reflect the deliberations and decisions of the Board, including whether any Director abstained from voting or deliberating on a particular matter. The draft minutes are re-circulated with the appendices, as when necessary, in readiness for signing at the subsequent meeting. It is the practice for the minutes to record processes and decisions rather than provide a historical narrative of the discussions or concluding remarks on final decisions made. If one or more Directors request their opinion be noted, the Company Secretary shall comply with the request. The Board receives follow-up on matters arising or actions required, with reference to the previous minutes of meetings, which are addressed by Management. The status of such matters arising or required actions remains in the minutes of meeting until they are resolved or completed.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 2.1

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board has adopted a Board Charter, which serves as a comprehensive document delineating the roles, responsibilities, duties and authority vested in the Board. It facilitates the effective discharge of the Board’s functions and addresses other matters that are important for good corporate governance. The Board has established a list of matters reserved for its collective decision to ensure that the governance of the Group remains under its authority.</p> <p>The Board Charter is reviewed periodically to ensure its continued relevance and effectiveness, taking into account the evolving needs of the Company and any new regulations that may affect the discharge of the Board’s responsibilities. It also raises the Directors’ awareness of the organisation’s overall policy framework. A review of the Board Charter was carried out in August 2025 and was approved by the Board, following the updating of the job titles from President to Managing Director.</p> <p>The Board Charter is accessible on the Company’s website at https://senheng.com/about-us/corporate-governance/, demonstrating the Company’s commitment to transparency and ensuring that stakeholders have convenient access to essential governance information.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 3.1

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Group has adopted a Code of Ethics (“COE”) which caters for different groups i.e. the Directors and the employees, counterparties and business partners. Counterparties are likewise required to abide by this manual, while business partners are urged to follow comparable values and norms of conduct.</p> <p>The COE is reviewed annually or whenever necessary to ensure that it remains aligned on any updates or changes with the prescribed requirements and best corporate governance practices. A review of the COE was carried out on 25 August 2025 and was approved by Board following updates to job titles in line with organisational changes.</p> <p>The Board ensures that the Group upholds high standards of ethics and corporate behaviour. As a governing body, the Board is in a position of trust. It holds in trust not only the Group’s physical and intellectual assets but also the efforts of those who have gone before. It preserves and grows these assets for current and future generations. Its stewardship protects the organisation from harm and steers it towards positive achievement.</p> <p>In that light, and in the performance of their duties, a Director of Senheng is first and foremost held accountable for demonstrating sound corporate governance, fostering proper relationship with shareholders, employees, creditors and customers and upholding social and environment responsibilities.</p> <p>In addition, the Group has adopted a zero-tolerance approach towards corruption and has implemented robust policies and procedures consistent with the Directors’ Code of Conduct as set out in the Board Charter, as well as the Conflict-of-Interest Policy and Guidelines.</p> <p>Details of the COE, which forms part of the Board Charter, are available on the Company’s website at https://senheng.com/about-us/corporate-governance/.</p>

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

Intended Outcome

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

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

Practice 3.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Group has adopted the Whistle-Blowing Policies and Procedures (“WBPP”) to provide an avenue for stakeholders to raise concerns regarding any suspected wrongdoing, misconduct or unethical behaviour in a confidential manner.</p> <p>The WBPP outlines the policies and procedures to enable Whistle-Blowers to report misconduct through appropriate channel. Complaint or allegations of bribery, corruption or other misconduct may be submitted via email of whistleblowing@senheng.com.my accessible by committee overseeing integrity, independence and effectiveness of whistle-blowing processes. The WBPP is last reviewed and updated in August 2025.</p> <p>The WBPP is available for reference on the Company’s website at https://senheng.com/about-us/corporate-governance/.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.1

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

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board is committed to achieving sustainable growth through responsible business practices, environmental stewardship, and social responsibility. In order to achieve this, the Board has adopted the Sustainability & Environment, Social & Governance ("Sustainability Framework") to provide structured guidance for the Senheng Group in integrating sustainability into its strategy, operations and decision-making. The Company has also adopted the Sustainability and Climate Policy on 28 November 2025 to manage sustainability and climate-related matters as an integral part of the Company's long-term business strategy.</p> <p>The Board also understands the importance of the pertinent environmental, social, and governance ("ESG") factors on affecting the Group's performance and has been actively taking in the sustainability in every decision-making process.</p> <p>The Board, together with the Sustainability Committee, is ultimately accountable for ensuring that the governance framework provides effective oversight of sustainability and climate-related initiatives across the Group. The Board and Management have been also continuously engaged and considered the views of its internal and external stakeholders to better understand their interests and subsequently align the Group's sustainability initiatives to be relevant to the stakeholders' needs.</p> <p>Management guides the strategic direction of the Group's sustainability pursuits based on economic, environmental and social ("EES") considerations. Management oversees the Group's sustainability performance, while representatives from various business units are tasked with implementing identified sustainability initiatives.</p>
Explanation for departure	:	

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

Intended Outcome

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

Practice 4.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Company carries out periodical review with its internal audit team and Management Team on the discussion on sustainability reporting. Employees are aware of the Group’s approach towards sustainability.</p> <p>The Company has engaged with stakeholders in various ways, both at the business units and group levels, through formal and informal activities. Stakeholder survey questionnaire was sent in the year to identify which sustainability issues matter most to our stakeholders, which helped in the overall materiality assessment.</p> <p>The Company maintains an integrated Governance Risk Compliance (“GRC”) approach to effective corporate governance, enterprise risk management, and corporate compliance with applicable laws and legislation.</p> <p>Information on the Group’s sustainability strategies, initiatives and practices as well as its sustainability performance are presented in the Sustainability Statement of the Annual Report.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board carries out its sustainability practices based on the Sustainability Reporting Guide issued by Bursa Malaysia Securities Berhad ("Bursa Securities") and also by the United Nation's Sustainable Development Goals.</p> <p>The Board strives to achieve sustainable economic growth through responsible business practices and innovation. The Board is committed to enhance the value generated and distributed by the Group's activities to increase societal contribution, promoting sustainable and long-term value creation for the Group's internal and external stakeholders.</p> <p>The Board, through the NC, assessed the training programs attended by each Director during the financial year to ensure they remain abreast of the latest developments in the industry, as well as sustainability issues relevant to the Group. This includes factors driving climate change, sustainable finance, and the achievement of a sustainable business model.</p> <p>The Company Secretaries regularly update the Board on the changes to the Listing Requirements and/or other regulatory requirements upon receiving circulars from Bursa Securities and/or other relevant regulators including the requirement in relation to the sustainability issues.</p> <p>The Board also adopts greener practices within the Group's operations by adhering to all relevant local regulations for environmental protection and waste management. The Company also endeavours to ensure that its day-to-day operations cause minimal impact to the environment, by undertaking a paperless initiative, converting plastic bags to bio-degradable plastics, and to ensure that the Group's energy consumption and waste management does not contribute to negative impact to the environment.</p> <p>In addition, the Board also targets to foster a safe and healthy work environment, as well as employee welfare and diversity by directing the Company to practice a culture of equal opportunity without discrimination in terms of gender, age, ethnicity, religion or disability status.</p>

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

Intended Outcome

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

Practice 4.4

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Company incorporated sustainability as one of the evaluation criteria upon establishing the key performance indicators (“KPI”) to assess the performance of the Board and Senior Management in relation to remuneration.</p> <p>The Board and Senior Management’s performance are evaluated based on the Company’s performance in respect to ESG and their performance in achieving the goals set in relation to ESG, assessed by RC.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.5- Step Up

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

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

Application	:	Adopted
Explanation on adoption of the practice	:	<p>The Company has formed a Sustainability Committee mainly responsible for managing, overseeing, monitoring and reporting on all sustainability related matters across the Group. The Senior Management of the Group are appointed to play the role of the Sustainability Committee.</p> <p>The Company engaged an external consultant namely, Axcelasia ESG Sdn Bhd in sustainability advisory role to assist on enhancing sustainability governance framework, identifying key sustainability matters, conducting materiality assessment and preparing Sustainability Statement for disclosure purpose in Annual Report.</p> <p>The Sustainability Framework enhanced in November 2025 had outlined the principles, governance structures, and processes needed to identify, manage, and report sustainability and climate-related matters in a consistent and transparent manner, aligned with the relevant regulatory requirements and stakeholder expectations.</p> <p>The roles and responsibilities for BOD, ARMC, Sustainability Committee, Corporate Compliance Division, and other Heads of Division and Departments are clearly listed as part of governance structure.</p>

Intended Outcome

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

Practice 5.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>As at the date of this Report, the Board comprises seven (7) members. The Board is currently led by an Independent Non-Executive Chairman and is supported by six (6) Directors, consisting of one (1) Managing Director, two (2) Non-Independent Non-Executive Directors, and three (3) INEDs.</p> <p>The NC has adopted a Board Diversity Policy and Directors' Assessment Policy ("the Policies"). According to the Company's Constitution, an election of Directors shall take place every year at the AGM where one-third (1/3) of the Directors, or if their number is not three (3) or a multiple of three (3), then number nearest to one third (1/3) shall retire from office once at least in each three (3) years but shall eligible for re-election.</p> <p>The NC is guided by the Policies and the NC Terms of Reference in carrying out its annual evaluation of the performance of the Board and Board Committee Members for 2025. The NC has identified areas for improvement with the aim of achieving an optimal Board composition that embraces a diversity of skills, knowledge, experience and gender to ensure the Board's continuing effectiveness.</p> <p>The tenure of each Director shall be reviewed by the NC and the annual re-election of a Director should be contingent on a satisfactory evaluation of the Director's performance and contribution to the Board, as well as and compliance with the requirements under the Directors' Fit & Proper Policy and the Board Charter.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	

Timeframe	:		
------------------	---	--	--

Intended Outcome

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

Practice 5.2

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

Application	:	Applied	
Explanation on application of the practice	:	The Board currently consists of four (4) Independent Directors out of seven (7) Board Members as at 31 December 2025. The current composition of the Board complies with Paragraph 15.02(1)(a) of the Main Market Listing Requirements (“MMLR”) of Bursa Securities and Practice 5.2 of the Malaysian Code on Corporate Governance 2021 (“MCCG”), as the majority of the Board comprises Independent Directors. All Independent Directors have confirmed their compliance with the independence criteria under MMLR of Bursa Securities. The profiles of the Independent Directors are available in the Annual Report.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.3

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

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

Application	:	Applied	
Explanation on application of the practice	:	<p>None of the Independent Directors have served on the Board for more than nine (9) years.</p> <p>The Board Charter stipulates that the tenure of an Independent Director shall not exceed a cumulative term limit of nine (9) years.</p> <p>Upon completion of nine (9) years, an Independent Director may continue to serve on the Board, subject to re-designation as a Non-Independent Director and assessment by the NC.</p> <p>If the Board intends to retain an Independent Director beyond a cumulative term of nine (9) years, it must provide justification and seek shareholders’ approval through a two-tier voting process, in accordance with the Company’s Board Charter and the MCCG.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.4 - Step Up

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

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	Please provide an explanation on how the practice is being applied.

Intended Outcome

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

Practice 5.5

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

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

Application	: Applied
Explanation on application of the practice	<p>Based on the NC Terms of Reference, the Board will consider and approve the appointment of a new Director and Senior Management upon appropriate recommendation from the NC.</p> <p>For the appointment of Directors, the NC evaluates candidates based on objective criteria, merit and with due regard of prospective Directors' character, experience, competence, integrity and time availability. The NC also takes into account the additional factors, including guidance under the Directors Fit & Proper Policy and the Board Diversity Policy:-</p> <ul style="list-style-type: none">• skills, qualifications, knowledge, expertise, experience, professionalism and integrity;• commitment, including time commitment;• in the case of the candidates for the position of INEDs, the NC shall also evaluate the candidates' ability to discharge the responsibilities/functions as expected from INEDs; and• diversity in terms of age, gender and culture background. <p>In identifying candidates for appointment as Directors, the Board does not rely solely on recommendations from existing Directors, management or major shareholders. The Board also engages independent sources to identify suitably qualified candidates.</p> <p>The Board employs a variety of approaches and sources to ensure that it can identify the most suitable candidates for Board position.</p> <p>This process includes the following steps:-</p> <ol style="list-style-type: none">a) Identification of potential skills gap by carrying out annual appraisal of its members to determine strengths and weaknesses to identify skills lacking;b) Advertising Board Vacancies;c) Recruitment of Board Members through proper Selection and Assessment procedures; and

	<p>d) Recruitment to be considered and recommended by Chairman of NC to the Board during a Board Meeting.</p> <p>In FY2025, the Board, through the NC, evaluated the qualifications and suitability of the shortlisted candidates including the candidates sourced from Institute of Corporate Directors Malaysia and a candidate recommended by an existing director. Upon the assessment, the NC recommended the appointment of Ms. Lam Swee Kim as a new Independent Non-Executive Director (“INED”) in accordance with Directors’ Fit and Proper Policy and the TOR of NC. After due deliberation, the Board approved her appointment as an INED with effect from 1 October 2025, taking into account her extensive experience in the relevant industry, particularly her expertise in media and digital sectors, which aligned with the Group’s objectives and strategic goals.</p>	
<p>Explanation for departure</p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure</p>		
<p>Timeframe</p>		

Intended Outcome

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

Practice 5.6

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The recruitment of Directors is governed by the Board Diversity Policy, Directors Fit & Proper Policy, Directors Assessment Policy and Remuneration Policy and Procedures.</p> <p>The Board works with Institute of Corporate Directors Malaysia (“ICDM”), a professional membership-based organization to source the right candidates, besides recommendations via word of mouth.</p> <p>The subsequent processes of assessment and selection shall be carried out by the NC, and the appointment shall be conducted by the Board, supported by the recommendations of the NC.</p> <p>The Board shall call for a Board Meeting to discuss the selection process based on the recommendation by NC. Before proposing to the Board, the NC shall take into account the potential candidates’ character, experience, integrity, competence and time to effectively discharge their roles based on the the MMLR of Bursa Securities, as well as diversity in skills, age, cultural background and gender based on the MCCG recommendation and their potential contribution to the Company.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.7

The board should ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director. This includes details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of the listed company as a whole. The board should also provide a statement as to whether it supports the appointment or reappointment of the candidate and the reasons why.

Application	:	Applied	
Explanation on application of the practice	:	<p>Shareholders are kept informed of the Board’s decision in respect of the appointment of Directors via announcements to Bursa Securities and/or by issuing press releases. The information of the Director is disclosed in the announcements in relation to the appointment of Directors.</p> <p>The details of Directors who are standing for re-election (“Retiring Directors”) and the newly appointed Director were disclosed in a statement by the Board and NC confirming its satisfaction with the performance and effectiveness of the Retiring Directors who offered themselves for re-election and the newly appointed Director, are set out in the Annual Report, Notice of the AGM, Statement Accompanying the Notice of the AGM and Corporate Governance Overview Statement of Annual Report 2025, respectively, for the shareholders’ perusal.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.8

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

Application	:	Applied
Explanation on application of the practice	:	<p>During FY2025, the NC was chaired by Dato' Yeow Wah Chin ("Dato' Yeow"), an INED of the Company. Dato' Yeow has resigned as the Chairman of NC upon his appointment as the Independent Non-Executive Chairman of the Board on 1 March 2026. Following the resignation of Dato' Yeow as Chairman of the NC, Ms. Ho Kim Poi ("Ms. Kim"), the INED of the Company, was appointed as Chairperson of the NC with effect from 1 March 2026. The Chairperson of NC is to uphold the best corporate governance practice as per the MCGG.</p> <p>As at the date of this Report, the NC comprises exclusively INEDs and the composition of the NC is as follows:-</p> <p>Chairperson Ms. Ho Kim Poi (Independent Non-Executive Director)</p> <p>Members Ms. Lam Swee Kim (Independent Non-Executive Director) Mr. Oh Keng Leng (Independent Non-Executive Director)</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.9

The board comprises at least 30% women directors.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>The Board acknowledges the importance of having a diverse Board with the appropriate mix of skills, experience, age, background, cultural background and gender which contributes diverse perspectives and insights during the Board's deliberations and decision-making.</p> <p>The Board remains attentive to this recommendation. The Board approved the appointment of Ms. Lam Swee Kim on 1 October 2025, following Ms. Aireen Omar's resignation on 30 September 2025. With this appointment, the Company currently has two (2) female Directors on the Board, representing 29% of the Board composition.</p> <p>Nevertheless, the Board supports the view that diversity should be in tandem with expertise, experience and skills and not gender alone. Hence, the NC and Board will continue to seek opportunities to expand the pool of potential women candidates for future Board appointments to further strengthen Board diversity.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.10

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board has established a Board Diversity Policy, which includes gender diversity.</p> <p>The Board acknowledges the best practices outlined in the MCCG, which recommends the establishment of gender diversity policy. The Board Diversity Policy emphasises the Group's commitment to maintaining an environment of respect for individuals regardless of their gender in all business dealings and aims to achieve a workplace environment free of harassment and discrimination based on gender, physical or mental state, ethnicity, nationality, religion, age, or family status.</p> <p>The Board also takes cognisance of the MCCG recommendation that at least thirty per centum (30%) of decision-makers in the corporate sector be women. The Board will continuously take the necessary measures to enhance women's participation on the Board.</p>
Explanation for departure	:	<p>Please provide an explanation on how the practice is being applied.</p> <p>Please provide an explanation on how the practice is being applied.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 6.1

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

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

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
Application	: Applied
Explanation on application of the practice	: <p>The NC carried out a formal and objective annual evaluation of the Board, Board Committees and each individual Director in respect of their effectiveness for the financial year ended FY2025, as per the criteria in the assessment forms adopted from the Corporate Governance Guide.</p> <p>The assessment of individual Directors was conducted on a peer and self-assessment basis. The assessment focused on areas such as fitness and propriety, contribution, performance, calibre and personality, in relation to each individual Directors' contribution to the Board.</p> <p>The assessment of the Board and Board Committee was based on criteria including board mix and composition, quality of information and decision making, boardroom activities, the Board's relationship with management, the Board's contribution to sustainability issues and the effectiveness of the Board Committees.</p> <p>The evaluation forms were distributed to the NC and Board for completion. This was followed by the Company Secretaries compiling the assessment forms from the Directors, collating the inputs, and generating the results prior to presenting them to the NC for review. After due deliberation by the NC, the Chairman of the NC presented the results to the Board for approval in a subsequent Board Meeting. The deliberation in the NC and Board meeting was properly recorded in minutes.</p> <p>The Board, through the NC, conducted the following annual assessments in FY2025:</p> <p>a) Directors' self and peer assessment;</p>

	<p>b) Evaluation on the contribution, performance and effectiveness of the Board as a whole, the Board Committees and each individual Directors; and</p> <p>c) Reviewed the term of office and performance of ARMC and each of its members according to its Terms of Reference.</p> <p>Based on the outcome of the abovesaid evaluations, the NC and the Board are as follows:-</p> <p>a) Satisfied with the performance of the individual Director;</p> <p>b) Satisfied with the effectiveness of the Board and Board Committees; and</p> <p>c) Satisfied with the performance of the ARMC and each of its members.</p> <p>The NC also assessed the independence of the Independent Directors through the Self-Assessment Independence Checklist, with the results tabled to the Board for notation. The Board is satisfied with the level of independence demonstrated by the Independent Directors, who have acted independently of the management and free from any business or other relationship that could interfere with their exercise of independent judgement or their ability to act in the best interests of the Company in FY2025.</p>
<p>Explanation for departure</p>	<p>:</p>
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p>Measure</p>	<p>:</p>
<p>Timeframe</p>	<p>:</p>

Intended Outcome

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

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

Practice 7.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board has applied the Remuneration Policy & Procedures to determine the remuneration of Directors and senior management, which is reviewed periodically.</p> <p>For Executive Directors and Senior Management, the various components of remuneration are structured to link rewards to corporate and individual performance. For Non-Executive Directors, the level of remuneration reflects their crucial roles in corporate governance, fiduciary duties, responsibilities and time commitments undertaken by the Non-Executive Director. Where applicable, the Board also takes into consideration relevant information from survey data and compares it against Malaysia's best practice.</p> <p>The details of the Remuneration Policy & Procedures is available for reference on the Company's website at https://senheng.com/about-us/corporate-governance/.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 7.2

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The RC was established to assist the Board in developing and ensuring that transparent and independent processes are in place and to recommend the remuneration packages of Executive Directors, Non-Executive Directors and Senior Management to the Board in accordance with the remuneration framework and Remuneration Policy & Procedures, drawing on external advice if necessary.</p> <p>The present members of the RC are as follows and comprise wholly INEDs:-</p> <p>Chairman Mr. Oh Keng Leng (Independent Non-Executive Director)</p> <p>Members Ms. Ho Kim Poi (Independent Non-Executive Director) Ms. Lam Swee Kim (Independent Non-Executive Director)</p> <p>The roles and responsibilities of the Remuneration Committee are set out in its Terms of Reference of the Remuneration Committee, which is available on the Company's website at https://senheng.com/about-us/corporate-governance/.</p>
	:	
	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
------------------	---	--	--

Intended Outcome

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

Practice 8.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The details of the remuneration for Directors are available in the Corporate Governance Overview Statement contained in the Annual Report for detailed disclosure. The remuneration breakdown of individual Directors includes fees, salaries, emoluments and statutory contribution, allowances, bonuses and benefits in kinds.</p> <p>The remuneration packages of the INEDs which include fees, allowance and benefit in kind, if any, are subject to shareholders' approval annually during the AGM. The interested Directors shall abstain from voting in respect of the resolution relating to their own remuneration package at the Company's AGM.</p>

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	Lim Kim Heng	Executive Director	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	23	1,015	57	Input info here	Input info here	1,095
2	Lim Kim Chieng <i>*Mr. Lim Kim Chieng was re-designated from President/Non-Independent Executive Director to Non-Independent Non-Executive Director, with effect from 1 August 2025</i>	Non-Executive Non-Independent Director	26	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	26	13	653	57	Input info here	Input info here	749
3	Lim Kim Yew	Non-Executive Non-Independent Director	63	Input info here	Input info here	Input info here	Input info here	Input info here	63	63	Input info here	Input info here	Input info here	Input info here	Input info here	63
4	Dato' Yeow Wah Chin	Independent Director	101	13	Input info here	Input info here	Input info here	Input info here	114	101	13	Input info here	Input info here	Input info here	Input info here	114
5	Oh Keng Leng	Independent Director	103	14	Input info here	Input info here	Input info here	Input info here	117	103	14	Input info here	Input info here	Input info here	Input info here	117
6	Ho Kim Poi	Independent Director	136	14	Input info here	Input info here	Input info here	Input info here	150	136	14	Input info here	Input info here	Input info here	Input info here	150
7	Aireen Omar <i>**Ms. Aireen Omar resigned as an Independent Non-Executive Director of the Company on 30 September 2025</i>	Independent Director	77	13	Input info here	Input info here	Input info here	Input info here	90	77	13	Input info here	Input info here	Input info here	Input info here	90
8	Lam Swee Kim <i>***Ms. Lam Swee Kim was appointed</i>	Independent Director	23	2	Input info here	Input info here	Input info here	Input info here	25	23	2	Input info here	Input info here	Input info here	Input info here	25

Intended Outcome

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

Practice 8.2

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	<p>The Board has decided not to disclose on a named basis the top five Senior Management’s remuneration components including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.</p> <p>The Board believes that disclosure of key executives’ remuneration is neither to the Group’s advantage nor in its business interests, given the sensitive nature of such information and the fierce competition for talent in the industry.</p> <p>As an alternative, the Board decided that disclosing the remuneration of the Senior Management in bands of RM50,000 on an unnamed basis is sufficient. The remuneration of the top five (5) Senior Management was disclosed in the Corporate Governance Overview Statement of the Annual Report for the financial year ended 31 December 2025.</p>	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

No	Name	Position	Company					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
2	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
3	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
4	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
5	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.

Intended Outcome

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

Practice 8.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.1

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

Application	:	Applied	
Explanation on application of the practice	:	<p>Currently, the ARMC is chaired by Ms. Ho, while the Board is chaired by Dato' Yeow, both of them are INEDs. These roles are assumed by separate individuals to ensure that the Board's review of the ARMC's findings and recommendations are not impaired.</p> <p>The separation of these positions, together with the duties and responsibilities of the ARMC and its Chairman, is set out in the Terms of Reference of the ARMC, which is available on the Company's website.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Company has established a Terms of Reference for the ARMC, which serves as a guide to ensure that the ARMC upholds the highest standards of corporate governance.</p> <p>In accordance with the Terms of Reference of ARMC, a former key audit partner of the Company must observe a cooling-off period of at least three (3) years before being appointed as a member of the ARMC.</p> <p>Currently, none of the members of the ARMC are former key audit partners of the Company.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>The ARMC Terms of Reference ("ARMC TOR") provide that the ARMC shall review and monitor the suitability and independence of the External Auditors.</p> <p>To discharge its duties and responsibilities in ensuring the suitability, objectivity and independence of the Company's External Auditors, Messrs BDO PLT ("BDO"), the ARMC TOR also provides that the ARMC shall review and discuss the following matters with BDO on a quarterly basis and report the same to the Board:-</p> <ul style="list-style-type: none">(a) the audit plan and audit report;(b) evaluation of the system of internal controls; and(c) problems and reservation arising from interim and final audits or any matters that the auditors wish to discuss (for example, if there is any disagreement between the management and the auditors regarding the financial reporting and the way to resolve). <p>In the financial year ended 31 December 2025, the ARMC, in accordance with the ARMC TOR, carried out its function to review the suitability and independence of BDO via the external auditor evaluation form adopted from the Corporate Governance Guide.</p> <p>The Company has established a process for assessing the External Auditors' objectivity, suitability and independence by completing an evaluation form, which is distributed to ARMC members prior to the ARMC meeting. The ARMC has reviewed and discussed the outcome of the evaluation to assess the External Auditors' performance for the financial year ended 31 December 2025 and to propose any forward-looking evaluation criteria.</p> <p>As a result of the assessment, ARMC was satisfied with the performance of BDO based on the following criteria: -</p> <ul style="list-style-type: none">(a) Calibre of external audit firm;(b) Quality Processes/ Performance;(c) Audit Team;(d) Independence and Objectivity;

	<p>(e) Audit Scope and Planning; (f) Audit Fees; and (g) Audit Communications.</p> <p>The ARMC recommended the re-appointment of BDO as the External Auditors of the Company to the Board for consideration.</p> <p>Following the ARMC's recommendation, the Board approved the re-appointment of the BDO as the External Auditors of the Company, subject to the shareholders' approval, at the forthcoming 5th AGM of the Company.</p>	
Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted
Explanation on adoption of the practice	:	<p>As at the date of this Report, the ARMC comprises exclusively of INEDs, as such, there is a strong and independent element to provide effective oversight and exercise objective judgement independently.</p> <p>The ARMC currently comprise the following members:-</p> <p><u>Chairperson</u> Ms. Ho Kim Poi (Independent Non-Executive Director)</p> <p><u>Members</u> Mr. Oh Keng Leng (Independent Non-Executive Director) Ms. Lam Swee Kim (Independent Non-Executive Director)</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 9.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>All ARMC members have attended the Mandatory Accreditation Program prescribed by Bursa Securities, including the newly appointed ARMC member, Ms. Lam Swee Kim.</p> <p>The ARMC Chairperson is a member of the Malaysian Institute of Accountants (“MIA”) and Certified Practising Accountant (“CPA”) Australia.</p> <p>All the ARMC members are financially literate and competent. During the year under review, ARMC members have regularly undertaken continuous professional development to stay abreast of relevant developments in accounting and auditing standards, practices and rules, through participation in seminars, conferences and briefings conducted by external auditors.</p> <p>The ARMC is committed to remaining up to date with developments in accounting and auditing standards, practices and rules by continuously seeking suitable professional development programs.</p> <p>Detailed profiles of the ARMC members can be found in the Profile of Board of Directors section of the Company's Annual Report 2025.</p> <p>The details of the training undertaken by ARMC members are set out in the Corporate Governance Overview Statement within the same Annual Report.</p>
Explanation for departure	:	

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

Measure :		
Timeframe :		

Intended Outcome

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

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

Practice 10.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board as a whole is responsible for the overall oversight of risk management in the Group covering the system of risk management and internal control. The Board recognises the importance of a sound risk management framework and internal control system to ensure the Group's assets and interest of various stakeholders are safeguarded.</p> <p>The Group has engaged KPMG Management & Risk Consulting Sdn Bhd ("KPMG") as its internal auditor to maintain a sound internal control system for the Group identifying and reviewing risks, ensuring the implementation of proper systems to manage risks that affecting the Group as well as the procedures taken, and also to review the adequacy and effectiveness of the internal controls on an ongoing basis.</p> <p>As part of the Group's Risk Management processes, the Group has implemented an Enterprise Risk Management ("ERM") system to support the ARMC and Board to overseeing the execution of risk management across the Group. ERM system sets out the risk awareness, capability development, strategic risk and opportunity assessment, as well as the formulation of action plans and key risk indicators.</p> <p>The ARMC will assess the adequacy and effectiveness of risk management framework in identifying, managing, and monitoring the critical risks that impact to the Group and oversee the execution of risk management process and the results; and it shall be reviewed quarterly to ensure it is continuously improved as the business environment changes.</p> <p>The Group has also established a system of internal control designed to support Management in ensuring consistent adherence to policies, procedures, and governance standards, thus reinforcing a strong culture of accountability and operational discipline across the Group. Ongoing efforts to maintain internal control within the Group has been established which are more detailed explanation under Statement of Risk Management and Internal Control in the Annual Report 2025.</p> <p>The Board has also been briefed on updates of SORMIC 2025 and strive to adopt these best practices moving forward.</p>

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

Intended Outcome

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

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

Practice 10.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board has established and disclosed a structured risk management framework with the function of identifying, evaluating, controlling, monitoring and reporting key strategic risks faced by the Group, which is known as the Compliance & Risk Management Framework, consisting of the following eight (8) crucial components:-</p> <ul style="list-style-type: none"> (a) Risk Assessment; (b) Control Assessment; (c) Determine Current Residual Risk; (d) Key Risk Indicators; (e) Development of Risk Profile; (f) Enterprise Risk Management (“ERM”) Reporting; (g) ERM Action Plan and Monitoring; and (h) ERM Review and Update. <p>The Compliance & Risk Management framework outlines the Group’s risk management system, defines management’s responsibilities via risk accountability structure and reporting structure, and sets out the Group’s risk appetite and risk tolerance.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 10.3 - Step Up

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

Application	:	Adopted
Explanation on adoption of the practice	:	<p>The Board has established the ARMC to oversee the internal controls and risk management framework and policies in the Group. This Committee comprises fully INEDs.</p> <p>The Board, through the ARMC with the assistance of the Strategic Planning Committee, a top management body which delineates important company strategic planning, business directions and decision making on prioritising risk measures; to review the Group's documented risk management policy and framework while continually update, identify, assess and manage the various risk factors that could have a potentially significant impact on the Group's current, mid-term to long-term business objectives.</p> <p>During the FY2025, the ARMC reported and discussed with the Board every quarter to discuss operational and internal audit updates on adequacy of risk management and internal control mechanism in place. The ARMC also reviewed the effectiveness of the internal audit function in strengthening internal control of the Company and to ensure that the Company adopts best corporate governance practices.</p>

Intended Outcome

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

Practice 11.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The internal audit function is outsourced to an independent consulting firm, KPMG Management & Risk Consulting Sdn. Bhd. (“KPMG”), to assist the Board and ARMC in providing an independent assessment of the adequacy, efficiency and effectiveness of the Group’s risk management and internal control system.</p> <p>The Internal Auditors will report functionally to the ARMC on the Company’s internal controls, risk management and governance.</p> <p>During the year under review, the Internal Auditors reported directly to the ARMC on a quarterly basis, covering the internal audit review scopes in accordance with the approved audit plan as follows:-</p> <ul style="list-style-type: none"> (a) Campaign marketing & customer relation management; (b) Voucher management; (c) Vendor payment process; (d) E-commerce operations; (e) Centre of Excellence project implementation; (f) Recurring related party transactions; (g) Franchise operations; and (i) Electronic waste management. <p>The details of the internal audit review scopes are set out in the Statement on Risk Management and Internal Control of the Annual Report.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 11.2

The board should disclose–

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Internal Audit Function is carried out by an external professional firm, Messrs. KPMG Management & Risk Consulting Sdn. Bhd. (“KPMG”), an independent consulting firm and corporate member of The Institute of Internal Auditors Malaysia.</p> <p>KPMG reports functionally to ARMC and presents the audit observations directly to ARMC on a quarterly basis. KPMG is independent of the Group’s operations and holds no direct operational responsibilities or authority over the activities it audits, thereby ensuring objectivity in its review processes.</p> <p>KPMG performs Internal Audit in accordance with the Global Internal Audit Standards. The size of the audit team used for each cycle of internal audit is between four to six people. The partner in charge for our internal audit work is Chan Chee Keong, who is a Fellow of the ACCA, MIA member and licensed auditor by the Ministry of Finance. The internal audit personnel from KPMG are free from any relationships or conflict of interest which could impair their objective and independence.</p> <p>For the financial year ended 31 December 2025, the internal audit review scopes were carried out based on the approved internal audit plan.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
------------------	---	--	--

Intended Outcome

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

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

Practice 12.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>Information about the Group's business, financial performance, corporate developments is communicated through the Company's annual reports, various disclosures to Bursa Securities including quarterly financial results and other announcements made from time to time.</p> <p>The Group has established Corporate Disclosure and Stakeholder's Communication Policies and Procedures to ensure accurate, clear, timely and complete disclosure of material information pertaining to the Group's performance and operations. To further enhance investor relations activities and dissemination of information, the Group maintains a corporate website at www.senheng.com, where shareholders or investors may access information about the Group, including corporate information, latest financial results, annual reports, announcements to Bursa Securities, Board Charter, other Group's policies and procedures and Board Committees' Terms of Reference, in line with best practices of MCCG.</p> <p>Another key avenue of communication with shareholders is the Company's AGM, which provides a useful forum for shareholders to engage directly with the Company's Directors and Key Senior Management. During all General Meetings, shareholders are entitled to raise questions or seek clarification on the agenda items from the Company's Directors.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 12.2

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

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

Intended Outcome

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

Practice 13.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board recognises that sufficient notice of a general meeting allows shareholders to make the necessary arrangements to attend and participate either in person or by corporate representative, proxy or attorney as well as provide shareholders with adequate time to consider the resolutions to be discussed and decided at the meeting.</p> <p>Accordingly, the Board ensures that the notice of an AGM is served at least twenty-eight (28) days prior to the date of the AGM, in advance of the minimum requirement of twenty-one (21) days, as required under the Company's Constitution and the MMLR of Bursa Securities.</p> <p>The Notice of the 4th AGM was sent to the shareholders on 29 April 2025, twenty-eight (28) days prior to the date of the AGM of our Company held on 26 June 2025. The Notice of 4th AGM included details of the proposed resolutions and explanatory notes to enable shareholders to make informed decision when exercising their voting rights.</p> <p>The forthcoming 5th AGM of the Company is scheduled for 26 June 2026 and the Notice of the AGM is issued on 29 April 2026, serving more than twenty-eight (28) days prior to the date of the scheduled AGM.</p> <p>To achieve the widest possible dissemination, the notice of AGM is published in nationally circulated newspapers and is also made available on the Company's website.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 13.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>All the Directors of the Company, including the Chairman/Chairperson of the ARMC, NC and RC were present in person at the 4th AGM of the Company, held on 26 June 2025, to engage directly with shareholders and be accountable for their stewardship of the Company. The Board demonstrated its commitments through full attendance at the 4th AGM.</p> <p>The AGM represents the principal forum for dialogue and interaction with shareholders. At every AGM, the Chairman invites shareholders to raise questions pertaining to the Company's audited financial statements and other agenda items tabled for approval, before putting the resolutions to a vote. The proceedings of the 4th AGM included presentations on the Strategic Foundation & Vision, Operational Performance & Key Initiatives, Financial Performance FY2024 Review, Strategic Roadmap Flywheel 1.0 and Corporate Sustainability Initiatives. These presentations addressed all issues raised by shareholders regarding the operational and financial performance of the Senheng Group, as well as provided further clarifications on the proposed resolutions before they were put to a vote.</p> <p>The External Auditors were also invited to participate in the 4th AGM to respond to any queries raised by shareholders regarding the conduct of the audit and the preparation of the financial statements of the Company and the Group.</p> <p>For the upcoming AGM, all of the Company's Directors will endeavour to attend the Company's 5th AGM, barring any unforeseen circumstances. Questions relating to the Committees under their purview will be addressed by the respective Directors accordingly.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
------------------	---	--	--

Intended Outcome

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

Practice 13.3

Listed companies should leverage technology to facilitate–

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

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Company did not facilitate the remote shareholders’ participation, as the 4th AGM of the Company was conducted physically on 26 June 2025 at Tropicana Golf & Country Resort.</p> <p>However, the Management always ensures that the AGM is convene at a venue which is easily accessible to the public. Those shareholders who are unable to attend the AGM is entitled to appoint any person(s) as their proxy(ies) to attend, participate and vote on their behalf at the 4th AGM, in accordance with the Company’s Constitution.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.4

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

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i>	
Application	: Applied
Explanation on application of the practice	: <p>At the 4th AGM held on 26 June 2025, the Chairman of the Board ensured that shareholders were provided with sufficient opportunities to raise issues relating to the affairs of the Company, allowing ample time during the Question-and-Answer session.</p> <p>The President and Chief Financial Officer of the Company also presented to the shareholders on the information of the Company's financial and non-financial performance as well as the Company's long-term strategies.</p> <p>All Directors and Senior Management actively responded to all relevant questions addressed to them during the AGM.</p> <p>For particularly lengthy or duplicate questions, the Board and Management summarised the queries for reasons of brevity, while still ensuring that all substantive issues were addressed.</p> <p>The Board remains committed to providing clear and meaningful responses to questions posed by shareholders at the forthcoming AGM.</p>
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

Intended Outcome

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

Practice 13.5

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

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

Intended Outcome

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

Practice 13.6

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

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
Application	: Applied
Explanation on application of the practice	: The Minutes of the 4 th AGM, which include the questions raised by shareholders together with the Company's responses and the outcome of the voting results, were made available to shareholders within thirty (30) business days after the AGM at https://senheng.com/ .
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

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

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

Click or tap here to enter text.