

CORPORATE GOVERNANCE REPORT

STOCK CODE : 4065
COMPANY NAME : PPB GROUP 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 has oversight of the overall performance and effective control of PPB Group, setting and reviewing the strategic direction of the Group, and monitoring the implementation by management of that strategy including :</p> <ul style="list-style-type: none"> • Approving the strategic direction of the Group; • Overseeing the conduct of the Group's businesses; • Overseeing the allocation of Group resources and monitoring the financial performance of the Group; • Identifying principal risks and ensuring the implementation of appropriate systems to manage these risks; • Monitoring and reviewing the Group's risk management system and internal control; and • Pursuant to the Group Corporate Disclosure Policy, overseeing an investor relations policy for effective communication with stakeholders. <p>The updated PPB Group 5-year Strategic Plan (2024-2028) plan covers the main business segments, and aims to :</p> <ul style="list-style-type: none"> • align the Group's vision and mission to uphold its core values and deliver quality products and services; • be a leader in the Group's core businesses and further strengthen its leadership position; • explore new avenues for growth; and • drive Group transformation to deliver sustainable and future success, and enhance its impact as a responsible corporate citizen.
Explanation for departure	:	

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

Measure :		
Timeframe :		

Intended Outcome

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

Practice 1.2

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

Application	:	Applied
Explanation on application of the practice	:	The Chairman's responsibilities include the following : <ol style="list-style-type: none">1. Provide Board leadership on policy formation and decision-making.2. Oversee and maintain regular dialogue with the Group Managing Director and/or Chief Executive Officers on strategic matters and consult the Board on any matter which may materially affect the financial position or business of the PPB Group.3. Ensure the integrity and effectiveness of the governance process of the Board.4. Ensure that management proposals are deliberated and examined by the Board, taking into consideration stakeholders' interests.5. Conduct and facilitate meetings of the Board to ensure that appropriate discussions take place and that relevant opinions among Board members are forthcoming.6. Organise information necessary for the Board to deal with the agenda and ensure that directors have full and timely access to information.7. Ensure that appropriate steps are taken to provide effective communication with stakeholders.
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	:	Applied
Explanation on application of the practice	:	<p>The positions of Chairman and CEO are held by different individuals, namely Dato' (Dr) Capt. Ahmad Sufian @ Qurnain bin Abdul Rashid ; and Mr Lim Soon Huat, the Group Managing Director.</p> <p>The Chairman's responsibilities are set out under Practice 1.2 above.</p> <p>The Group Managing Director oversees the development and operations of the Group's businesses, and implementing corporate strategies and objectives adopted by the Board. His responsibilities also include pursuing growth in the Group's operational and financial performance, ensuring that appropriate risk management and compliance procedures are in place, overseeing human capital management, and engaging with the Board on the progress and performance of the various Group subsidiaries and businesses.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.4

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

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>	
Application :	Applied
Explanation on application of the practice :	The Chairman of the board is neither a member of the Audit and Risk Committee, nor the Nomination and Remuneration Committee.
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

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

Practice 1.5

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board is supported by a company secretary who is qualified under Section 235(2)(a) of the Companies Act 2016.</p> <p>In exercising their duties, directors have access to the advice and services of the company secretary whether as a full board or in their individual capacity, on governance and procedural matters. The company secretary also updates directors on statutory and regulatory requirements and other matters relating to the discharge of their duties and responsibilities.</p> <p>The company secretary's qualifications and experience are set out on page 32 of the 2025 Annual Report.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 1.6

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>The Company endeavours to issue the agenda and board papers in sufficient time prior to board and board committee meetings (ie at least a week) to enable directors to appreciate the issues to be deliberated and where necessary, obtain any further explanations required. The meeting papers include updates on financial, operational and corporate developments of the Group. Directors are briefed at each board meeting on the Group's activities and operations by the chief executives of the main business units.</p> <p>Minutes of board and committee meetings are reviewed and approved by the respective chairs before circulation to other board members, and confirmed at the next board or committee meeting.</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>A board charter sets out matters reserved for the Board’s decision and outlines the Board’s roles and responsibilities, including responsibility for environmental, social and governance (“ESG”) matters pertinent and material to the Group and its stakeholders, and effective stakeholder communication and engagement. Together with the Group’s strategic plan, the charter also serves as a source of reference and primary induction literature, providing insights to new Board members.</p> <p>The board charter is published on the Company’s website : https://www.ppbgroup.com/governance-sustainability/corporate-governance/board-charter</p> <p>To ensure that the governance of the Group is in the Board’s hands, there is a schedule of matters specifically for the Board’s decision, including amongst others, the overall Group strategy and direction; major policies, appointment of board members and board committees; approval of financial statements, corporate plans and budgets, material acquisitions and disposals of assets, and major investments.</p> <p>The Board’s responsibilities to direct and have oversight of management in the business and operations of the Group are also set out in the charter. In addition, the various Board committees have their own terms of reference which set out their authority and responsibilities.</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

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>A Group-wide Code of Conduct and Ethics for Personnel was approved by the Board in 2018 and updated in 2024 ("Code"). The Code sets the standards of conduct and personal behaviour to maintain a uniform set of values and ethics within the Group. The Code is accessible to employees via the Company's intranet and is also published on the Company's website: https://www.ppbgroup.com/governance-sustainability/code-policies/code-of-conduct-and-ethics-for-personnel</p> <p>In addition, the Group Anti-Bribery and Corruption ("ABAC") Policy and Procedures ("ABAC P&Ps") outline the Group's zero-tolerance stance on bribery and corruption, and are designed to ensure that all employees understand and adhere to this stance. The ABAC P&Ps are to be read in conjunction with the Code, and are reviewed and amended as necessary. The ABAC P&Ps also include a set of Conflict-of-Interest Policy and Procedures.</p> <p>The above policies are applicable to directors and employees of PPB Group, and the ABAC P&Ps are also applicable to business associates. They are communicated to all parties with whom the Group has business dealings and are accessible to the public via the Group entities' corporate websites, and the Company's website: https://www.ppbgroup.com/governance-sustainability/code-policies/anti-bribery-and-corruption-policy-and-procedures</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

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>A whistleblowing policy was first adopted by the Company in 2015. This has been expanded and is now known as the ‘Whistleblowing Policy and Procedures’. It has been adopted by the respective business units throughout the Group. The policy is designed to enable employees and other parties to raise concerns without fear of retribution; it provides a transparent and confidential process for dealing with concerns.</p> <p>The ‘Whistleblowing Policy and Procedures’ is published on the Company’s website : https://www.ppbgroup.com/governance-sustainability/code-policies/whistleblowing-policy-and-procedures</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 has established a Sustainability Steering Committee ("SSC") to assist in fulfilling the Board's responsibilities in its charter, taking sustainability matters into considerations. The SSC is chaired by the Group Managing Director of PPB and presently comprises the Heads of Department, Chief Executive Officers of the business segments and their sustainability representatives.</p> <p>The respective business units set, monitor and review the environmental, social and governance ("ESG")/sustainability targets, and report the performance/results achieved to the Board through the SSC.</p> <p>PPB's 5-year Group Strategic Plan (2024-2028) includes sustainability goals, strategies and plans. The Board has adopted a 5-year sustainability roadmap for the period from 2022 to 2026, which translates the Group's vision and strategy into targets and initiatives to be achieved within the set timelines.</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

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	:	The Group’s annual sustainability targets and performance are reviewed by the Sustainability Steering Committee and approved by the Board before disclosure in the Sustainability Statement and Report which is published annually and uploaded to the websites of Bursa Malaysia and the Company.	
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 Sustainability Steering Committee reports to the Board at least twice annually on the progress of the Group's sustainability matters which include strategy, targets, plans, budget and projects/activities. The Board has adopted a 5-year sustainability roadmap for the period from 2022 to 2026 which translates the Group's vision and strategy into targets and initiatives to be achieved within the set timelines. The action plans in the roadmap are built on gaps identified in the Group's ESG practices.</p> <p>In 2025, all Board members completed Bursa Malaysia's Mandatory Accreditation Programme II ("MAP II") on sustainability-related subjects and issues.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.4

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The annual board performance evaluation/assessment includes a review of the board members’ performance in addressing environmental, social and governance (“ESG”) matters which are pertinent to the Company.	
		<p>The senior management evaluation process in FY2025 did not include their performance in addressing sustainability risks and opportunities, but this will be considered when there is sufficient measurable, verifiable and comparable data on ESG-linked performance targets before implementation.</p> <p>For FY2026, the Sustainability Steering Committee (“SSC”) has recommended to the board that a component of senior management remuneration be linked to certain ESG targets.</p>	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	The proposed incorporation of ESG targets in senior management’s remuneration structure will be evaluated by the SSC together with management in FY2026.	
Timeframe	:	This will be evaluated in FY2026.	

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>There is a Group Head of Sustainability who reports to the Sustainability Steering Committee ("SSC"). Her role and responsibilities during the year include assisting the SSC in the following :</p> <ul style="list-style-type: none">a. Develop and recommend for board approval the Group sustainability policies and strategies, targets, plans and project budgets;b. Review and report on the progress against the sustainability strategies, targets, plans and budget;c. Review and recommend for board approval the annual sustainability report;d. Drive policy and strategy implementation and ensure the group's sustainability objectives are met;e. Identify, communicate and promote best sustainability practices in the group; andf. Report to the board twice yearly on the progress of the group's sustainability matters which include strategy, targets, plans, budget and projects/activities.

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>PPB's Nomination and Remuneration Committee ("NRC") was established in 2024, in place of the previous separate Nomination and Remuneration Committees.</p> <p>For FY2025, the NRC reviewed the Board's performance including performance evaluation of directors standing for re-election and assessment of the independent directors. The Board assessment was carried out internally by way of performance self-assessment forms, under the following categories :</p> <ul style="list-style-type: none">• Board mix and composition• Board roles and responsibilities• Board meeting procedures• Effectiveness of the board committees• Board's relationship with management• Assessment of independent directors• Environmental, social & governance/sustainability matters <p>The Board has also adopted a Directors' Fit and Proper Policy ("DFPP") for PPB and its subsidiaries. The DFPP guides the board in its review and assessment of candidates who are to be appointed to the board, as well as directors who are seeking re-election. The three main criteria of the DFPP are as follows :</p> <p>(a) Character and integrity; (b) Experience and competence; and (c) Time and commitment.</p> <p>For the year under review, the Board is satisfied with the number and composition of its members and is of the view that the Board and Board Committees have discharged their respective duties and responsibilities effectively with the current mix of skills, knowledge, experience and strengths.</p> <p>The NRC had carried out the necessary assessment of the retiring directors which includes the factors above as well as their independence (where applicable), participation and contributions at board/board committee meetings, and their fit and proper criteria</p>

	pursuant to the DFPP; and recommended the retiring directors for re-election. The Board has endorsed the NRC's recommendation to re-elect the directors.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.2

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

Application	:	Departure
Explanation on application of the practice	:	Please provide an explanation on how the practice is being applied.
Explanation for departure	:	<p>There were seven directors on the Board at end-2025, of whom three are independent. As such the independent directors comprise more than one-third but less than a majority on the Board. The board of directors is being progressively refreshed and during the process, the board composition may vary from time to time.</p> <p>Notwithstanding the directors' designations as independent or otherwise, all the board members are mindful of their responsibility to act in the best interest of the company.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	<p>The evaluation and recruitment of new directors, including independent directors is a continuing process, and takes into consideration the regulatory requirements, and mix of skills, experience, independence, diversity etc, based on the Group's needs and operating environment.</p> <p>The board does not at present comprise a majority of independent directors, but the Company will be mindful of this recommendation when recruiting prospective board candidates.</p>
Timeframe	:	This is a continuing process.

Intended Outcome

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

Practice 5.3

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

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

Application	:	Applied	
Explanation on application of the practice	:	None of the three independent directors have served for nine or more years.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.4 - Step Up

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

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome

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

Practice 5.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The criteria for the evaluation of candidates for appointment as directors and to senior management positions include their qualifications, occupation, professional and business experience; and are subject to the Company and Group's requirements and operating environment. The selection of candidates for board and senior management positions is conducted in a professional, fair and confidential manner. Prospective candidates are not discriminated based on age, cultural background nor gender.</p> <p>The board strives to achieve a balance and mix of skills, experience and perspectives amongst the directors, to collectively bring a wider range of experience, business, financial and technical expertise for effective oversight of the group's diversified businesses, and fulfil the board's duties and responsibilities.</p> <p>During the annual board evaluation, the Nomination and Remuneration Committee inter alia, also reviewed the other directorships of each board member, in addition to the assessment of their performance and contribution to the board during the year.</p> <p>The Board has adopted a 'Directors' Fit and Proper Policy' and the Company is also guided by the provisions therein for new board appointments as well as re-elections.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

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	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>The Company had not utilised independent external sources to identify candidates for board positions.</p> <p>The Group recognises the importance of identifying and developing potential leaders and managers to fill key positions (whether on the board or senior management) in the Company and Group, from both internal and external sources. This is an on-going process based on the group's immediate and longer term needs in terms of the variety of skills, expertise, knowledge and experience.</p> <p>The Board is of the opinion that the present sources/methods of identifying candidates for board positions from existing directors, senior management, business associates, and parties who know the group's requirements and values better, have been effective and would offer a sufficient range of prospective candidates to meet these requirements.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	<p>Although there is no fixed policy, the use of external independent sources for future board appointments is considered periodically.</p> <p>When evaluating candidates for future board appointments, the Board will take into account the optimum mix of skills, experience, independence, diversity etc, based on the Group's needs and operating environment.</p>
Timeframe	:	This will be evaluated periodically by the Nomination and Remuneration Committee.

Intended Outcome

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

Practice 5.7

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

Application	:	Applied
Explanation on application of the practice	:	<p>The details of the directors' interests, position, qualifications and experience, directorships in listed companies and public companies, their relationship with any other director and/or major shareholder of the Company, and any conflict-of-interest disclosures, are set out in the respective directors' profiles in the annual report.</p> <p>Directors standing for re-election at the annual general meeting are evaluated by the Nomination and Remuneration Committee in accordance with the Directors' Fit and Proper Policy of the Company, and recommended by the Board to members for approval.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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>The present Chair of the Nomination and Remuneration Committee is an independent director.</p> <p>She was appointed during the year in place of the previous Chair who was re-designated as non-independent, and remains as a member of the committee.</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	:	Applied	
Explanation on application of the practice	:	<p>At end-2025, there were three women directors out of seven on the Board, representing about 43% of the board.</p> <p>The board is mindful of board gender diversity, and it will be one of the factors to be considered in evaluating prospective candidates when a board vacancy arises.</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	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:		

Intended Outcome

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

Practice 5.10

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The adoption of a formal gender diversity policy is reviewed and considered annually. The Board is of the opinion that it is important to recruit and retain the best available talent to optimise the effectiveness of the board and senior management; taking into account the required mix and diversity of skills, experience, knowledge and independence, and based on the group's needs and operating environment.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	Notwithstanding that a formal gender diversity policy has not been adopted, the Board is mindful of and will be guided by the applicable regulations and other provisions on gender diversity, and ensure that steps are taken to include women candidates in any board or senior management recruitment exercise.	
Timeframe	:	This is evaluated and considered by the Board annually.	

Intended Outcome

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

Practice 6.1

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

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

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
Application	: Departure
Explanation on application of the practice	:
Explanation for departure	: <p>The size and composition of the Board is reviewed annually by the Nomination and Remuneration Committee (“NRC”), including the required mix of skills, competencies and experience relevant to the group’s businesses.</p> <p>The Board’s performance is also assessed every year, including an assessment of the independent directors. The board assessment in 2025 was carried out internally by way of a performance self-assessment form, under the following categories :</p> <ul style="list-style-type: none">• Board mix and composition• Board roles and responsibilities• Board meeting procedures• Effectiveness of the board committees• Board’s relationship with management• Assessment of independent directors• Environmental, social and governance/sustainability matters <p>For the year under review, the Board is satisfied with the present number and composition of its members, and is of the view that the Board had discharged its duties and responsibilities effectively with the current mix of skills, knowledge, experience and strengths. Directors participated actively in discussions and deliberations at board meetings.</p>
	The Board is of the opinion that the present evaluation which inter alia, is based on the guidance provided in the Corporate Governance Guide issued by Bursa Malaysia, is adequate. Members of the Board provide candid responses to the board assessment, which are discussed at the NRC and board meetings.

	Nonetheless, the NRC and Board will continue to annually review and consider the use of external independent experts.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	The use of external independent experts is reviewed and considered annually.
Timeframe	:	This is evaluated and considered by the NRC and the Board annually.

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	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>There is presently no formal policy on the determination of board and senior management remuneration. The Board approves or recommends the remuneration of executive and non-executive directors annually, based on the Nomination and Remuneration Committee's ("NRC") review and recommendations.</p> <p>Senior management remuneration is determined by the respective business units, and linked to their performance. The group has adopted a performance management system and process which includes an annual performance goal-setting, mid-year review, year-end assessment and performance rating calibration, to determine the final performance rating used as a basis for bonuses and increments.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	<p>The Group Managing Director's remuneration is reviewed annually by the NRC and recommended for Board approval. His remuneration is determined taking into account his duties and responsibilities as Group Managing Director of PPB Group Berhad, as well as his roles in various capacities in the main business units, his performance rating and the group's performance during the year.</p> <p>For non-executive directors, the level of remuneration reflects the scope of their duties, roles and responsibilities. The non-executive directors' remuneration (fees and other benefits) is also reviewed annually by the NRC and board, and recommended for shareholders' approval.</p>
Timeframe	:	This is reviewed annually.

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	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>The Nomination and Remuneration Committee ("NRC") comprises entirely of non-executive directors, a majority of whom are independent. There are written terms of reference ("ToR") which govern its functions. In respect of FY2025, the NRC reviewed and recommended the following :</p> <ul style="list-style-type: none">• the remuneration package of the Group Managing Director ("GMD") which took into account his job responsibilities and the group's performance;• the directors' benefits which included medical/hospitalisation and insurance; and• the proposed directors' fees and provision for directors' benefits for shareholders' approval. <p>The GMD also briefed the NRC on the remuneration of senior management of PPB and its business units including the methodology and basis.</p> <p>The GMD does not participate in the board's deliberation and decision on his remuneration, and the respective directors who are also shareholders of the Company abstain from voting at the AGM to approve their fees.</p> <p>The NRC's ToR are not presently published on the company's website.</p>

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

Measure	:	The publication of the NRC's ToR on the company website will be reviewed.	
Timeframe	:	This is reviewed annually.	

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	:	

No	Name	Directorate	Company (RM)							Group (RM)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Dato' (Dr) Capt. Ahmad Sufian @ Qurnain bin Abdul Rashid	Non-Executive Non-Independent Director	550,000	7,000	Input info here	Input info here	37,217	Input info here	594,217	550,000	7,000	Input info here	Input info here	37,217	Input info here	594,217
2	Mr Lim Soon Huat	Executive Director	Input info here	Input info here	1,620,000	2,000,000	34,085	580,093	4,234,178		Input info here	1,620,000	2,000,000	34,085	580,093	4,234,178
3	Mr Soh Chin Teck	Non-Executive Non-Independent Director	118,967	13,000	Input info here	Input info here	Input info here	Input info here	131,967	118,967	16,000	Input info here	Input info here	Input info here	Input info here	134,967
4	En Ahmad Riza bin Basir	Non-Executive Non-Independent Director	98,992	10,000	Input info here	Input info here	Input info here	Input info here	108,992	98,992	10,000	Input info here	Input info here	Input info here	Input info here	108,992
5	Mdm Tam Chiew Lin	Independent Director	45,493	8,000	Input info here	Input info here	Input info here	Input info here	53,493	45,493	8,000	Input info here	Input info here	Input info here	Input info here	53,493
6	Tengku Nurul Azian binti Tengku Shahrman	Independent Director	124,008	15,000	Input info here	Input info here	Input info here	Input info here	139,008	124,008	15,000	Input info here	Input info here	Input info here	Input info here	139,008
7	Ms Yip Jian Lee	Independent Director	130,000	19,000	Input info here	Input info here	Input info here	Input info here	149,000	130,000	19,000	Input info here	Input info here	Input info here	Input info here	149,000
8	Ms Wee Lay Hua	Independent Director	106,636	10,000	Input info here	Input info here	Input info here	Input info here	116,636	106,636	10,000	Input info here	Input info here	Input info here	Input info here	116,636

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 remuneration of the top five senior management of the PPB Group (excluding those who are also Directors of PPB) paid/payable for FY2025 on an aggregated basis is as follows :</p> <table border="1" data-bbox="558 940 1260 1232"> <thead> <tr> <th>Remuneration bands</th> <th>Number of senior management staff</th> </tr> </thead> <tbody> <tr> <td>RM1,200,001 – RM1,250,000</td> <td>1</td> </tr> <tr> <td>RM1,500,001 – RM1,550,000</td> <td>1</td> </tr> <tr> <td>RM2,200,001 – RM2,250,000</td> <td>1</td> </tr> <tr> <td>RM2,300,001 – RM2,350,000</td> <td>1</td> </tr> <tr> <td>RM3,350,001 – RM3,400,000</td> <td>1</td> </tr> </tbody> </table> <p>The Board is of the opinion that the disclosure of the senior management's names and remuneration components would not be in the best interest of the Group due to confidentiality, business and personal security concerns.</p> <p>The above disclosure is deemed sufficient to provide stakeholders an indication of senior management remuneration vis a vis the group's performance.</p>		Remuneration bands	Number of senior management staff	RM1,200,001 – RM1,250,000	1	RM1,500,001 – RM1,550,000	1	RM2,200,001 – RM2,250,000	1	RM2,300,001 – RM2,350,000	1	RM3,350,001 – RM3,400,000	1
Remuneration bands	Number of senior management staff														
RM1,200,001 – RM1,250,000	1														
RM1,500,001 – RM1,550,000	1														
RM2,200,001 – RM2,250,000	1														
RM2,300,001 – RM2,350,000	1														
RM3,350,001 – RM3,400,000	1														
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>															
Measure	:	A more detailed disclosure of senior management's remuneration will be made should the Board consider that such disclosure would be useful for stakeholders and not detrimental to the interests of the Company and Group.													
Timeframe	:	This will be reviewed annually.													

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	:	Ms Yip Jian Lee, an Independent Director, is not the Chair of the Board.	
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	:	The Company's 'Policies and Procedures to assess the Suitability, Objectivity and Independence of External Auditors' were revised in 2017 to incorporate this additional provision for a 'cooling-off period'. There was no appointment of any former key audit partner to the Audit and Risk Committee in FY2025.	
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>This is set out in the Company's 'Policies and Procedures to assess the Suitability, Objectivity and Independence of External Auditors'.</p> <p>There is an annual evaluation of the external auditors before the Audit and Risk Committee ("A&RC") considers and recommends the auditors for appointment by shareholders. For FY2025 the evaluation of the auditors covered the following areas :</p> <ul style="list-style-type: none">• Calibre of external audit firm• The firm's quality control processes/performance• The audit team's skills and capability• Independence and objectivity• Audit scope and planning• Audit fees• Audit communications <p>The evaluation of the auditors was conducted by way of a questionnaire completed by the auditors with input from the Group Chief Financial Officer, which was discussed by the A&RC before recommending the auditors for re-appointment by shareholders.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Not Adopted
Explanation on adoption of the practice	:	With effect from 1 October 2024, the former Chair of the Audit and Risk Committee ("A&RC"), Mr Soh Chin Teck, was re-designated as a non-independent director, and remains as a member of the A&RC. However, the other three A&RC members are independent directors. The Board is of the opinion that notwithstanding the present composition, all the A&RC members are able to carry out their responsibilities in accordance of the terms of reference of the A&RC, and exercise independent judgement.

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.5

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

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

Application	:	Applied						
Explanation on application of the practice	:	<p>The members of the Audit and Risk Committee ("A&RC") possess a mix of skills, knowledge and experience to enable them to discharge their duties and responsibilities pursuant to the A&RC's terms of reference. An annual self and peer evaluation of the committee as a whole, is carried out and reviewed by the Nomination and Remuneration Committee.</p> <p>The A&RC members' profiles are set out on pages 28 to 30 of the 2025 annual report.</p> <p>All the A&RC members attended the Company's annual directors' training. The A&RC members also attended the Group's annual anti-bribery and corruption and cyber-security awareness training sessions.</p> <p>In addition, the A&RC members below also attended other courses, and the topics included the following :</p> <table border="1"><thead><tr><th>Name of Director</th><th>Title/Subject</th></tr></thead><tbody><tr><td>Ms Yip Jian Lee</td><td><ul style="list-style-type: none">AI & Technology Advancement for Board Decision-making6th Annual Virtual Tax ConferenceICAEW Asean Sustainability Summit 2025</td></tr><tr><td>Tengku Nurul Azian binti Tengku Shahriman</td><td><ul style="list-style-type: none">Trump, Trade & Trends: Navigating Economic UncertaintiesGlobal Trade Pulse: US Tariffs and What's Ahead for China, ASEAN and MalaysiaNavigating the National Sustainability Reporting Framework & Latest Bursa Listing RequirementsSpecialist talk on artificial intelligence ("AI")-related topic</td></tr></tbody></table>	Name of Director	Title/Subject	Ms Yip Jian Lee	<ul style="list-style-type: none">AI & Technology Advancement for Board Decision-making6th Annual Virtual Tax ConferenceICAEW Asean Sustainability Summit 2025	Tengku Nurul Azian binti Tengku Shahriman	<ul style="list-style-type: none">Trump, Trade & Trends: Navigating Economic UncertaintiesGlobal Trade Pulse: US Tariffs and What's Ahead for China, ASEAN and MalaysiaNavigating the National Sustainability Reporting Framework & Latest Bursa Listing RequirementsSpecialist talk on artificial intelligence ("AI")-related topic
Name of Director	Title/Subject							
Ms Yip Jian Lee	<ul style="list-style-type: none">AI & Technology Advancement for Board Decision-making6th Annual Virtual Tax ConferenceICAEW Asean Sustainability Summit 2025							
Tengku Nurul Azian binti Tengku Shahriman	<ul style="list-style-type: none">Trump, Trade & Trends: Navigating Economic UncertaintiesGlobal Trade Pulse: US Tariffs and What's Ahead for China, ASEAN and MalaysiaNavigating the National Sustainability Reporting Framework & Latest Bursa Listing RequirementsSpecialist talk on artificial intelligence ("AI")-related topic							

	Ms Wee Lay Hua	<ul style="list-style-type: none"> • E-Invoice – Service Tax Impact on Independent Directors • Mandatory Accreditation Programme Part II • Cybersecurity & Impact of Artificial Intelligence • Navigating Climate Risk • Audit Oversight Board’s annual engagement with Audit Committees • New Statement on Risk Management & Internal Control Guide 2025
Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

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

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

Practice 10.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>A risk management framework and internal control system has been established which covers the Group's risk assessment process and internal controls, with oversight and reporting on the effectiveness of this function.</p> <p>The risk management framework and internal control system are designed to identify, evaluate and manage risks that may prevent the achievement of the business objectives and strategies within the Group's risk appetite, rather than to eliminate risks. Therefore, it provides reasonable but not absolute assurance against material misstatement, fraud or loss.</p> <p>The Statement on Risk Management and Internal Control set out on pages 56 and 57 of the 2025 annual report provides a more detailed description of the state of risk management and internal controls.</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 main features of the Group's risk management framework and internal control system cover the following areas :</p> <ul style="list-style-type: none">• <u>Control environment</u> The Group's culture, values, and expected standards of conduct and discipline are communicated to staff through company policies, procedures, guidelines and the employment terms and conditions. The Group places the highest importance on the integrity of staff at all levels, and this commitment is demonstrated through comprehensive background checks prior to onboarding new hires, fostering leadership influence, and reinforcing competency to instill the right mindset and behaviour. Additionally, performance-linked reward strategies are employed to reinforce the desired performance and behaviour.<p>There is a Group organisation structure within which business activities are planned, controlled and monitored. Matters relating to integrity and ethics, including bribery and corruption, are reported regularly to the Board. As part of our commitment to responsible and sustainable business practices, PPB has established group-wide codes of conduct and ethics for its staff and business associates, as well as, due diligence procedures to manage third party risks more effectively.</p>• <u>Risk management framework</u> A formal group-wide enterprise risk management framework has been established, which is aligned to ISO31000: Risk Management, covering the Group's core business activities to identify, evaluate and manage significant business risks faced by the Group.<p>This process was in place throughout the year and is regularly reviewed and monitored by the Audit and Risk Committee ("A&RC") for its adequacy and effectiveness and reported accordingly to the Board.</p>

	<ul style="list-style-type: none"> • <u>Control activities</u> The Group has in place a system to ensure that there are adequate and effective risk management, financial and operational policies and procedures and rules relating to the delegation and segregation of duties. There are budgets requiring Board approval, which are reviewed on a regular basis. • <u>Information and communication</u> There is a system of financial reporting to the board, based on quarterly results and annual budgets. Key risks and operational performance indicators are monitored and reported to the Board. Whistleblowing policies and procedures are in place to provide a platform to report on actual or suspected malpractice, misconduct or violation of applicable laws and regulations, and the Group’s policies, in a responsible and effective manner. • <u>Monitoring</u> Monitoring of the Group’s significant business risks is embedded within the Group’s risk management process described above. A control self-assessment system is also in place for management to monitor critical and routine risk areas under their jurisdiction using an internal control checklist. The adequacy and effectiveness of the Group’s risk management, internal control and governance processes are reviewed and monitored by the A&RC, which receives regular reports from the internal auditors. Formal procedures are in place for actions to be taken to remedy any significant failings or weaknesses identified in these reports. There were no significant risk management and internal control failings or weaknesses which resulted in material losses or contingencies during the financial year. The Statement on Risk Management and Internal Control set out on pages 56 and 57 of the 2025 annual report provides a more detailed description of the state of risk management and internal controls.
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

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

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

Practice 10.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome

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

Practice 11.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Group's internal audit function is carried out by the Company's Internal Audit Department ("IAD"), which reports functionally to the Audit and Risk Committee ("A&RC").</p> <p>The IAD has access to the Board through the A&RC and is independent of the activities it audits. IAD's authority, scope and responsibilities are governed by an internal audit charter approved by the A&RC. Based on an external quality assessment review carried out in 2024, the IAD generally conforms with the International Professional Practices Framework standards issued by the Institute of Internal Auditors.</p> <p>The A&RC's oversight of the internal audit function includes the following :</p> <ul style="list-style-type: none"> • Review the adequacy of the scope, competency and resources of the internal audit function and that it has the necessary authority to carry out its work. • Review the internal audit plan, processes, the results of the internal audit assessment, any investigation undertaken and whether appropriate action is taken on the recommendations. • Ensure that the internal audit function is effective and able to function independently. • Appointment of the Group Head of Internal Audit.
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>In accordance with PPB’s Internal Audit Department (“IAD”) charter, all audit staff of the IAD have confirmed that they are in compliance with IAD’s objectivity, independence, and no-conflict-of-interest requirements.</p> <p>The activities and processes of IAD are guided by its charter. The IAD generally conforms with the International Professional Practices Framework standards issued by the Institute of Internal Auditors.</p> <p>In 2025, the IAD was led by Mr Seng Kian Aik, the Group Head of Internal Audit. Mr Seng is a member of the Institute of Internal Auditors Malaysia, Malaysian Institute of Accountants, Malaysian Institute of Certified Public Accountants and Chartered Accountants Australia and New Zealand.</p> <p>The IAD’s head count as at 31 December 2025 was 10. The total cost incurred by IAD for the internal audit function of the group for FY2025 was about RM2.7 million.</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>PPB's Corporate Disclosure Policy ("CDP") sets out the disclosure policies and procedures taking into consideration the spirit, intention and purpose of the requirements and obligations prescribed by the Bursa Securities Main Market Listing Requirements. It provides a framework for the board, management and relevant staff to communicate effectively with stakeholders and the public generally. The policy may be viewed at the Company's website : https://www.ppbgroup.com/governance-sustainability/code-policies/corporate-disclosure-policy</p> <p>The Company endeavours to provide shareholders, the investing community, the media and other stakeholders with timely, accurate, clear and equal access to material information on the Company's performance and operations.</p> <p>PPB's investor relations programme is directed at both individual and institutional investors, the objective of which is to maintain ongoing awareness of the Company's performance amongst shareholders, media and the investing community.</p> <p>The principal sources of information disseminated by the Company during the year include the annual report, quarterly investor updates, news releases to announce the financial results and important events relating to the Group via the company website and local media (where applicable).</p> <p>At annual general meetings, shareholders can express their views or raise questions relating to the Group's financial performance and business operations. The Company conducted two analyst briefing sessions in 2025 after the release of the half-year and full-year results; this is part of the regular dialogue between senior management and the investing community. Media conferences are also held together with such briefings for consistent dissemination of information to the public. At these events, the Group Managing Director of PPB and chief executive officers of the principal business units are present to address questions on the Group's businesses.</p>

	At other times, the Company makes every attempt to meet requests for meetings or information from the investing community.	
Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

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

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

Practice 12.2

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Board had previously considered integrated reporting (<IR>), and was of the opinion that there must be sufficient timeframe for<IR> to be better understood and appreciated by management; and that there should be minimal duplication of the same information required to be disclosed pursuant to other regulations and requirements.	
		The annual and sustainability reports presently contain financial and non-financial information which may be considered to provide a fairly comprehensive overview of the Group.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	Various elements of <IR> are addressed in the Company's sustainability report. Nonetheless the adoption of <IR> will be considered subject to a study by management on the feasibility, other requirements etc.	
Timeframe	:	This will be reviewed periodically.	

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>In 2025 the notice of annual general meeting (“AGM”) was issued not later than 28 days before the meeting together with the annual report. This is above the minimum notice period prescribed in both the Companies Act 2016 and Bursa Securities Main Market Listing Requirements.</p> <p>The AGM notice sets out the resolutions to be tabled and includes explanatory notes and other relevant information on the matters to be discussed and decided at the AGM.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>It is the Company's practice that all directors including the respective chairs of the various board committees should attend shareholders' meetings, and be available to deal with any questions on matters under their purview.</p> <p>All the directors attended the AGM held on 15 May 2025, which was conducted physically.</p> <p>Shareholders submitted their questions, both prior to the AGM, and at the meeting. Questions from shareholders relating to the Company's financial and business operations were dealt with by the Chairman, Group Managing Director and Group Chief Financial Officer 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

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>Since 2023, the AGM had reverted to a physical format after reviewing the experience with a live streaming/online format in the previous three years, and shareholders’ participation.</p> <p>Nonetheless shareholders were able to submit questions electronically prior to the AGM, which were dealt with together with on-site questions from those attending the meeting. Shareholders were able to exercise their votes either in person, or appoint a representative or proxy to attend and vote on their behalf; and the Company facilitated the submission of proxy forms electronically prior to the meeting. Voting was by poll, which was conducted electronically and verified by an independent scrutineer.</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>The 56th Annual General Meeting (“AGM”) held on 15 May 2025 was conducted physically.</p> <p>Shareholders or their representatives were able to submit prior questions electronically relating to the agenda items of the AGM and/or the annual report from the date of issuance of the AGM notice, and/or at the meeting itself.</p> <p>The questions posed by shareholders were dealt with by the Chairman, Group Managing Director and senior management.</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	:	The Company reverted to a fully physical AGM since 2023.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Not applicable.
Timeframe	:	Not applicable.

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 56th Annual General Meeting were uploaded to the Company's website no later than 30 business days after the meeting. The above minutes may be viewed at the Company's website : https://www.ppbgroup.com/wp-content/uploads/Minutes-of-56th-AGM.pdf
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

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

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

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