CORPORATE GOVERNANCE REPORT

STOCK CODE	**:**	7199
COMPANY NAME	**:**	Kein Hing International Berhad
FINANCIAL YEAR	**:**	April 30, 2026

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE
Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PERSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA
Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

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

Practice 1.1
The board should set the company's strategic aims, ensure that the necessary resources are in place for the company to meet its objectives and review management performance. The board should set the company's values and standards, and ensure that its obligations to its shareholders and other stakeholders are understood and met.

Application	:	Applied
Explanation on application of the practice	:	The Company is led by a proactive Board which is entrusted with the responsibility of setting the goals and the strategic direction as well as strategies that are sustainable for the Company and its subsidiaries ("the Group"). It also oversees the conduct of the Group's businesses, ensuring various control systems are in place as well as regularly evaluating such systems to ensure its integrity. The controls are necessary to mitigate the risks associated with the businesses of the Group. The Board is committed to ensure that a high standard of corporate governance is practised throughout the Company and its subsidiaries in discharging its responsibilities with integrity, transparency and professionalism to protect the assets of the Group and enhance shareholders' value and the financial position of the Group. The Board has always been vigilant of the fiduciary duties entrusted upon the Board as the principle guide in discharging its duties. The Board recognises the importance of good corporate citizenship with its commitment to ethical behaviour in business strategy, operations and culture and fully understands that the key principles of corporate governance such as effective controls, corporate culture grounded on ethical behaviour and transparency can reduce risk, corruption and mismanagement. The Board, therefore, applies the Practices to the best of its interest and ability as set out in the Malaysian Code on Corporate Governance 2021 ("the Code") to enhance business prosperity and maximize shareholders' wealth. The Board is also increasing aware that environmental, social and governance considerations are integral to the Company's performance and long-term sustainability. The Board will continuously improve and ensure that the Group applies and implements the applicable corporate governance practices to create long-term value for the stakeholders.

	The Board has three (3) Committees, namely, Audit and Risk Management Committee ("ARMC"), Nominating Committee ("NC") and Remuneration Committee ("RC") to assist the Board in discharging its responsibilities to meet the Company's goals and objectives of improvement in management performance and retention of human assets, and maximization of shareholders' wealth. The terms of reference for each of the Committees ("TORs") are reviewed periodically and amended where necessary after approval by the Board. The TORs are available in the Company's website at www.keinhing.com.
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, Mr. Darsan Singh A/L Balwant Singh who is the Independent Non-Executive Chairman is primarily responsible for the effective operation and performance of the Board. He is responsible for instilling good corporate governance practices, leadership and effectiveness of the Board. His profile can be viewed in page 5 of the Company's Annual Report 2026. Key responsibilities of the Chairman as set out in Guidance 1.2 of the Code have been adopted by the Company to be the duties and responsibilities the Chairman of the Company: 1. Providing leadership for the board so that the board may perform its responsibilities effectively; 2. Leading the board in establishing and monitoring good corporate governance practices in the Company. 3. Leading the Board in the adoption and implementation of good corporate governance practices in the Company; 4. Setting the board agenda and ensures that board members receive complete and accurate information in a timely manner; 5. Leading board meetings and discussions; 6. Encouraging active participation and allows different views to be freely expressed; 7. Managing the interface between board and management; and 8. Ensuring appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the board as a whole; The Chairman sets the Board meeting agenda and ensures adequate time is allocated for discussion of issues tabled to the Board for deliberation. The Chairman also ensures that the Board Committees' meetings are not combined with the main Board Meeting.

	The Chairman also plays an active role in the conduct of general meetings especially the Annual General Meetings of the Company. He ensures the proper flow of resolutions tabled at the meeting by managing the communication on the floor, encouraging active participation from shareholders and allowing sufficient amount of time for the question and answer session.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 1.3
The positions of Chairman and CEO are held by different individuals.

Application	:	Applied	
Explanation on application of the practice	:	In order to promote accountability, transparency and to uphold independent judgement in decision making, the positions of Chairman and Group Managing Director are held by two different individuals as both positions have distinct and separate roles and responsibilities. This is in line with the Code. Furthermore, the distinct and separate roles of the Chairman and the Group Managing Director come with a clear division of responsibilities to ensure a balance of power and authority, such that no one individual has unfettered powers in decision making. The division of the roles and responsibilities of the Chairman and the Group Managing Director ensuring a balance of power and authority are set out clearly in the Board Charter. The responsibilities of the Chairman include leading the Board on its collective oversight of management and ensures that procedural rules are followed in the conduct of meetings and that decisions made are formally recorded and adopted. The Group Managing Director is Mr. Yap Toon Choy who is responsible for the management of the Group, making and implementing operational and corporate decisions as well as developing, coordinating and implementing Business and Corporate Strategies. He is the driving force behind the expansion of the Group's business to Vietnam, and provides the overall leadership in building brand value, reducing cost and driving efficiencies in order to improve the performance of the Group in Malaysia and Vietnam.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 1.4

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

Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.			
Application	:	Applied	
Explanation on application of the practice	:	The Chairman of the Board is not a member of the Audit and Risk Management Committee, Nominating Committee or Remuneration Committee and he does not participate in all three committees' meetings, even by way of invitation.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 1.5

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

Application	:	Applied
Explanation on application of the practice	:	The Board is supported by an experienced and competent Company Secretary who is qualified to act as secretary under Section 235(2) of the Companies Act 2016. The Company Secretary of Kein Hing International Berhad, Mr. Ng Yim Kong is a Fellow Member of the Malaysian Association of Company Secretaries (MACS 00305). He also holds a practising license issued by the Companies Commission of Malaysia. The Company Secretary plays an advisory role to the Board by providing appropriate advice and relevant services to ensure that all applicable rules and regulations are complied with. The Company Secretary is also responsible for advising amongst others the directors of their obligations and adherence to matters pertaining to disclosure of interest of securities, disclosure of any conflict of interest in transaction involving the Company, prohibition on dealing in securities and restrictions on disclosure of price-sensitive information. Deliberation during the Board and Board Committees' meetings were properly minuted, documented and circulated by the Company Secretary to the Chairman and members of the Board and committees for review thereafter. The minutes will be formally confirmed by the Board at its next scheduled meeting. The Company Secretary has constantly kept himself abreast with current developments of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities"), the Companies Act 2016, the Code On Corporate Governance 2021, and related laws and regulations. The Company Secretary has the knowledge and experience to carry out his duties and responsibilities.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		

Measure :		
Timeframe :		

Intended Outcome

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

Practice 1.6

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

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The meeting dates of the Board and Committees are scheduled in advance to enable the Directors to plan ahead and scheduled these dates into their respective calendars.

The Board of Directors are supplied with relevant reports and board papers on operational, financial and corporate issues as well as minutes of Board Committees' meetings which are circulated in advance to all Board Members prior to the meetings. Sufficient time is provided to enable the Directors to review and to obtain further information. Further details or supplementary information may be provided when the needs arise.

The Company Secretary will ensure a timely dissemination of the Board and Board Committee papers to all Directors which is at least seven (7) days prior to the Board and Board Committee meetings, to facilitate review of the meeting papers and decision making by the Directors and to deal with matters arising from such meetings.

The Directors' attendance for Board and/or for Committee Meetings during the financial year is disclosed under the Corporate Governance Overview Statement on page 53 of the Annual Report 2026.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

Intended Outcome
There is 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	:	The Board Charter was adopted by the Board to observe the standards of corporate governance and clarifies, amongst others, the roles and responsibilities of the Board. The Board Charter informs prospective and existing Board Members of their fiduciary duties and responsibilities as Directors of the Company. It sets out amongst other things, the membership and operation of the Board and principles of good corporate governance and practice in accordance with the applicable laws. It also sets out the respective roles and responsibilities of the Board, Board Committees, individual Directors and Management and issues and decisions reserved for the Board. The Board Charter would be periodically reviewed and updated by the Board to ensure that it remains consistent with the Board's objectives and responsibilities. The last review of the Board Charter was completed on 26 March 2026. The updated Board Charter is accessible at the Company's website at www.keinhing.com.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

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

Practice 3.1
The board establishes a Code of Conduct and Ethics for the company, and together with management implements its policies and procedures, which include managing conflicts of interest, preventing the abuse of power, corruption, insider trading and money laundering.

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

Application	:	Applied	
Explanation on application of the practice	:	The Company has adopted a Code of Conduct and Ethics for Directors relating to ethical practices, which is incorporated into the Board Charter. The Code of Conduct and Ethics relating to Group's operations was also formulated for staff and employees which can be found at the Company's website at www.keinhing.com. The Directors' Code of Ethics requires the Directors to act honestly, in good faith and on the best interest of the Company as a whole and to use due care and diligence in fulfilling the functions of office and exercising the powers attached to that office for a proper purpose and in the best interest of the Company and its shareholders and stakeholders.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 3.2

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

Application	:	Applied
Explanation on application of the practice	:	The Board values the importance of transparency and consistency in communication with all the stakeholders, while taking into account critical commercial confidentiality and regulatory considerations. Pursuant to this objective, a formal Corporate Disclosure Policy together with Whistleblowing Policy has been established and adopted. The Corporate Disclosure Policy can be found at the in-house Innernet System of Kein Hing Industry Sdn. Bhd. which is accessible by the employees, and the Whistleblowing Policy can be accessed at the Company's website at www.keinhing.com. The Whistleblowing Policy allows employees to raise concerns without fear of reprisals on possible improprieties in matters of financial reporting, abuse of power, sexual harassment, compliance and other malpractices at the earliest opportunity, and in an appropriate way. Under the Group's Whistleblowing Policy, the employee should immediately report any malpractice that exists in the work place to his/her manager. However, if the employee feels reluctant to do so, the employee has an option to directly report it to the Chairman of the Board. All details pertaining to the name and position of the whistleblower will be kept strictly confidential throughout the investigation proceedings. In order to improve the overall organisation effectiveness and to uphold the integrity of the Company in the eyes of the public, the Company's Whistleblowing Policy provides a formal communication channel where all stakeholders can communicate their concerns in cases where the Company's business conduct is deemed to be contrary to its common values. With the enforcement of Section 17A of the Malaysian Anti-Corruption Commission (Amendment) Act 2018 on 1 June 2020, the Company has implemented its own Anti-Corruption Policy which reinforces the Group's belief and commitment to conducting business transparently, honestly and with integrity. The Board sets a strong tone for intolerance in the Anti-Bribery and Anti-Corruption Statement issued by the Group Managing Director, Mr. Yap Toon Choy to any corrupt practices of its employees and/or any person(s) associated with the Company purportedly carried

	out for the Company's benefit or advantage or in the interest of the Company. The Board has adopted adequate procedures guided by the Guidelines on Adequate Procedures issued pursuant to Section 17A (5) of the Malaysian Anti-Corruption Commission Act 2009 ("MACC 2009") to prevent and detect corruptions. The Risk Management Report and the recommended action to prevent and/or mitigate these risks are reviewed quarterly by the Audit and Risk Management Committee and the Board of Directors while the Report on the risks, actual or potential identified relating to Section 17A of MACC 2009 was reviewed once during the financial year ended 30 April 2026. On the other hand, the Whistleblowing Policy, the Anti-Corruption Policy and the Anti-Bribery and Corruption Statement are reviewed annually. The last review of these Policies and Statement were completed on 26 March 2026.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

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

Practice 4.1

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

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

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

<table>
<tr><td>Application :</td><td>Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td>The Board recognises that as sustainability and its underlying environmental, social and governance issues become increasing material to the ability of companies to create durable and sustainable value and maintain confidence of their stakeholders, the Board leadership and oversight has integrated sustainability considerations in its corporate strategy, governance and decision-making.

The Board has set up the Sustainability Committee since 2017 and currently its members comprise the Group Managing Director, Executive Director and Heads of three (3) main departments namely Human Resource ("HR"), Environmental, Safety & Health and Governance ("EShG") and Child Care Centre ("CCC"). The duties and responsibilities of the Sustainability Committee include, among others, assisting the Board in its oversight of the following:

• Common sustainability matters in accordance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad
• Social sustainability, employee wellbeing and welfare of workers including foreign workers
• Health and safety and environment particularly on climate changes
• Child care centre

The position or department and their responsibilities towards sustainability are summarised in the following table:

<table><tr><th>Position</th><th>Responsibilities</th></tr><tr><td>The Board</td><td>Sustainability strategy and overall business performance and direction</td></tr></table></td></tr>
</table>

Managing Director	Overall management and responsibility for sustainability
Operation Teams *(HR, EShG and CCC)*	Overall operational sustainability performance

The Sustainability Committee, in a non-executive capacity, reviews the strategy, policy, management, initiative, target and performance of Kein Hing Industry Sdn. Bhd. ("KHI"), the main wholly-owned subsidiary of the Company, as appropriate, in the following areas:

- Health and safety, including the security of assets and employees, whilst recognising that health and safety remains the responsibility of the Board in accordance with the health and safety law.

- Environment, including emission to air, water and land; energy management; climate change; waste and resource productivity; and compliance with environmental regulations.

- Social policies, including equality of treatment, human rights and welfare of foreign workers.

- Child Care Centre, role of KHI in community/society, including early years education and children's rights through a Child Care Centre operated by KHI.

Our Group's approach to sustainability is firmly based on the values which have been reflected in the corporate social responsibilities carried out throughout our corporate life. Our Group's engagement in sustainability has the following objectives:

- To continue to be a successful organisation with ethical business practices and effective governance.

- To influence and provide opportunities for stakeholders to make a positive contribution towards a sustainable future.

- To contribute to the communities especially those in which KHI has a presence in terms of environmental guardianship, social harmony and economic upliftment.

Our Group has a Code of Conduct and Ethics and an Anti-Corruption Policy ("Code and Policy") which set forth the standards of conduct required for all Directors, officers, managers and employees. These Code and Policy include elements such as ethics, anti-bribery and anti-corruption, conflicts of interest, confidentiality, protection of assets, quality management, environmental management, health and safety and accountability of each employee towards contributing to a sustainable business.

	KHI always strives to achieve the best practices in the manufacturing industry and it has maintained the following certifications: a) Quality Management System ISO9001 b) Environmental Management System ISO14001	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 4.2
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 Board ensures that the Company's sustainability strategies, priorities and targets as well as performance against these targets communicated to the internal and external stakeholders are timely, transparent, relevant and of mutual benefit for the Company and all the stakeholders. The detail description of the Company's Stakeholder Engagement as well as initiatives are set out in the Company's Sustainability Statement on page 27 of the Annual Report 2026 which can be found on the Company's website at www.keinhing.com.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.3

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	:	The Company Secretary regularly updates the Board on the changes of the Listing Requirements upon receipt of circulars or notifications from Bursa Securities which are relevant to the Company relating to disclosures and compliances relating to information on sustainability issues including climate-related risks and opportunities. The Board and Management continuously keep themselves abreast with and understanding of the sustainability issues which are relevant to the Company and its business operations in Malaysia and Vietnam through continuous update, training, learning and education on laws, regulations and standards relating to environmental, social and governance ("ESG") matters that are applicable to the Company in the environment it operates in. In addition, all the Directors of the Company have attended the Mandatory Accreditation Programme Part II: Leading for Impact (LIP) or MAP Part II which will strengthen the ability of the Board to address sustainability considerations and to effectively manage sustainability risks while capitalising on new opportunities.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 4.4
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	:	The Performance Evaluation of the Board conducted included questionnaires on Environmental, Social and Governance ("ESG") evaluating the Directors' understanding of the Company's ESG risks and opportunities, of the integration of ESG issues into the Board's strategy and decision-making process and adequately of oversight on sustainability performance including climate-related risks. The reply to the questionnaires demonstrates the Board's awareness of ESG principles in the decision-making process, their active engagement in identifying ESG risks and providing oversight on how these are managed. Overall, the Performance Evaluation showed the commitment and dedication by the Directors and Senior Management in addressing the ESG matters faced by the Company during the financial year under review and how the ESG matters have been dealt with by the Directors.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

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

Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.		
Application	:	Adopted
Explanation on adoption of the practice	:	The Board has not yet named any designated person within Management to provide dedicated focus to manage sustainability matters. During the year under review, the Board has been assisted by the Sustainability Committee comprising the Group Managing Director, the Executive Chairman and the Heads of three departments namely Human Resource, Environmental, Safety & Health and Governance and Child Care Centre in its oversight in employee and well-being; safety, health and environment and Child Care Centre.

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

Practice 5.1
The Nomination Committee should ensure that the composition of the board is refreshed periodically. The tenure of each director should be reviewed by the Nomination Committee and annual re-election of a director should be contingent on satisfactory evaluation of the director’s performance and contribution to the board.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Nominating Committee (“NC”) reviews the composition of the Board, the appointment and re-election of Directors and the tenure of Directors annually.

In the process, the NC takes into account the appropriate mix and diversity of skills knowledge, experience, age, gender and ethnicity that are required to meet the Company’s objectives, long term plans and the ability to fulfil its oversight responsibilities.

The NC carries out the Annual Performance Evaluation of the Board, the Committees, the Director and the Financial Controller. Self and Peer reviews are carried out and the results are collated and compiled by the Company Secretary for the evaluation of the results by the NC.

Any material or exceptional results or recommendations are immediately brought to the attention of the Board by the NC Chairman following the evaluation.

The NC will recommend the re-election or re-appointment of Directors based on the satisfactory evaluation of the Director’s performance and contribution to the Board.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

Intended Outcome
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 of Kein Hing International Berhad, comprises Seven (7) Directors; two (2) of whom are Executive Directors. Five (5) are Independent Non-Executive Directors. This is in compliance with Paragraph 15.02 of the MMLR of Bursa Securities, where at least two (2) Directors or one-third (1/3) of the Board, whichever is higher, are Independent Directors. Furthermore, the Company has also complied with Practice 5.2 of the Code with at least half of the Board being independent directors. All Independent Non-Executive Directors are independent of management and are free of any relationship that could interfere with their exercise of independent judgment. The five (5) Independent Non-Executive Directors fulfill an important role in corporate accountability as they furnish balanced and independent view to the Board, particularly on issues pertaining to shareholders, stakeholders and various communities in which the Group operates and issues of conflict of interest or related party transactions. The Senior Independent Non-Executive Director is Mr. Khor Yew Chye whose role includes acting as: • A sounding board for the Chairman; • An intermediary for other directors, when necessary; and • The point of contact for shareholders and other stakeholders.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
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	:	The Board noted that the tenure of an Independent Director according to Practice 5.3 shall not exceed a cumulative term of nine (9) years. However, upon completion of the nine (9) years, the Independent Director may continue to serve the Board subject to the Director's re-designation as a Non-Independent Director. In the event the Director is to remain designated as an Independent Director, the Board shall justify and secure shareholders' approval on a year-to-year basis through a two-tier voting process. Mr. Khor Yew Chye ("Mr. Khor") has served the Board for nine (9) years since 17 March 2017. In view of the above, the Board will be seeking shareholders' approval at the forthcoming Annual General Meeting of the Company to retain Mr. Khor as Independent Non-Executive Director by way of ordinary resolution via two-tier voting process. The Board has via the Nominating Committee ("NC") assessed and is fully satisfied that Mr. Khor has continued to be independent and have carried out his duties professionally in the best interest of the Company and its shareholders given their extensive experience and in-depth knowledge of the Group's businesses. The Board believes that he will continue to bring valuable insights and contributions to the Board and their exercise of independent judgement are not affected by the length of their service as independent directors and their suitability is a function of their calibre, experience and personal qualities. The justifications for retaining Mr. Khor as an Independent Non-Executive Directors are set out in the Corporate Governance Overview Statement of the Annual Report 2026.
Explanation for departure	:	

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

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

Practice 5.4 - Step Up
The board has a policy which limits the tenure of its independent directors to nine years without further extension.

Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.		
Application	:	Not Adopted
Explanation on adoption of the practice	:	

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

Practice 5.5
Appointment of board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

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

Application	:	Applied
Explanation on application of the practice	:	The Company is led by a diverse Board with a mix of management and entrepreneurial skills, supported by Independent Directors who bring to the Board their different fields of training and expertise. The Board is satisfied that no individual or group of individuals dominates the Board's decision making process. With the right mix of size, experience, knowledge, expertise, ethnicity and gender, the Board provided the means for effective management and perspectives, which are vital for the strategic success of the Group. Hence, the nomination and election of Directors are made on personal merit and measured against objective criteria including the Company's Fit and Proper criteria with due regard to the benefits of diversity in the boardroom including whether the candidate has the skill, knowledge and experience required by the Company. The selection of candidate will also take into consideration the Board Gender Diversity Policy. A diverse Board including diversity at Senior Management level can offer greater depth and breadth compared to a non-diverse Board and will provide constructive debates, which will lead to better decisions. It enables the discussion of the same ideas in differing ways and equips the Company to face challenges in an ever-changing environment. The Board has two (2) female directors out of seven (7) directors while out of six (6) Key Senior Management in the Group, three (3) of them are females. This reflects on the Group practices of non-discrimination in any form especially in terms of gender throughout the organisation.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		

Measure :		
Timeframe :		

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

Practice 5.6
In identifying candidates for appointment of directors, the board does not solely rely on recommendations from existing board members, management or major shareholders. The board utilises independent sources to identify suitably qualified candidates.

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

Application :	Applied
Explanation on application of the practice :	The Nominating Committee ("NC") assists the Board in identifying and recommending suitable potential candidates with the relevant skill, knowledge and experience required (including gender diversity) for appointment as a director and for approval by the Board thereafter. Presently, the Board does not utilise any independent sources to identify candidates unless suitably qualified candidates are not available. For the appointment of Independent Directors, the NC considers shortlisted candidates based on their profiles, skill and experience, professional achievements, and personality assessments. Appropriate candidates for Independent Directors are sourced through recommendation and external sources, where applicable, based on the requirement of the Board. The NC then interviews the shortlisted candidates to ensure that they are suitable, match the Board's corporate culture and of sufficient calibre for recommendation to the Board for approval. The ultimate decision as to who is nominated shall be the responsibility of the full Board after considering the recommendations of the NC. The ultimate decision of a Board appointment will be made by a full Board based on merit and contributions the candidate can bring to the Board. The Board presently has a wide choice of suitably qualified candidates in the event that it needs to appoint an additional director.
Explanation for departure :	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	

Measure :		
Timeframe :		

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

Practice 5.7
The board should ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director. This includes details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of the listed company as a whole. The board should also provide a statement as to whether it supports the appointment or reappointment of the candidate and the reasons why.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">The profiles of the Directors, including their professional qualification work experience and interest in the Company (if any) are set up on pages 5 to 8 of the Annual Report.

The Board's statement of support on the re-election is set out in the Explanatory Notes of the Notice of Annual General Meeting.</td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="4">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure</td><td>:</td><td colspan="2"></td></tr>
<tr><td>Timeframe</td><td>:</td><td></td><td></td></tr>
</table>

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

Practice 5.8
The Nominating Committee is chaired by an Independent Director or the Senior Independent Director.

Application	:	Applied	
Explanation on application of the practice	:	The Nominating Committee ("NC") comprises three (3) Non-Executive Directors, all of whom are Independent Directors. The Chairman of NC is, Mr. Khor Yew Chye who is the Senior Independent Director ("SID"). The role of the Chairman of NC includes the following: (a) leading in succession planning and appointment of Board members, future Chairman and Managing Director/CEO and dependent directors; and (b) leading in the annual review of the Board effectiveness, ensuring that the performance of each individual Director is independently assessed. (c) leading in the review of the term of office and performance of the audit and risk management committee and each of its members annually to determine whether the audit and risk management committee and each member has carried out his/ her duties in accordance with the term of reference.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Board is supportive of gender diversity and this is reflected in the composition of both the Board and Management of the Company. For the financial year ended 30 April 2026, two out of Six Directors are women, i.e. 33.33%. However, with the appointment of Mr. Darsan Singh A/L Balwant Singh as additional Independent Non-Executive Director and Chairman of the Company on 26 June 2026, the percentage of women directors on the Board has reduced from 33.33% to 28.57%. The Key Senior Management comprises 50% of women. The profiles of the Directors and Key Senior Management are set out on pages 5 to 11 of the Annual Report.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 5.10
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	:	The Board, is fully conversant with the benefit and contribution of a diverse Board to the decision making process and performance of the Company. For the moment the Board has not set any target for the appointment of female candidates to the Board. Any such appointment will be made based on merit and will follow the Company's guideline on evaluation and selection of candidates to refresh the Board periodically. The evaluation and selection of the suitability of candidates is conducted based on the candidates' compatibility, competency, character, time commitment, integrity and experience in meeting the needs of the Company. Presently, the Board composition comprises two (2) woman directors, the Board feels that its members have the necessary knowledge, experience, requisite range of skills and competency to enable them to discharge their duties and responsibilities effectively. According to the Company's needs, the Nominating Committee will include steps to identify suitable woman candidates who have the qualifications, competencies, skills, experience and knowledge in areas identified by the Board to be considered as part of its recruitment exercise.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

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

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

Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.	
Application :	Applied
Explanation on application of the practice :	The Nominating Committee ("NC") conducts an evaluation of the performance of each of the Directors and reviews as well as assesses the size of the Board, the required mix of skills, experience, performance and contribution of Directors; effectiveness of the Board as a whole; independence of Independent Directors and training needs of the Directors. The internally tailor-made evaluation questionnaires which assess on pertinent considerations, characteristics and good corporate governance practices are reviewed by the NC annually with the view of ensuring that the evaluation questionnaires are continued to be relevant, adequate and effective in providing candid assessment and feedback to the Board of Directors for further action, where necessary. Upon the recommendation of the NC and the approval of the Board of Directors, the evaluation questionnaires are sent to the directors for their completion, and are returned to the Company Secretary who will analyse and compile the results of the self- assessment and peer-to-peer evaluation. The NC will review the results and report to the Board especially if any follow up action needs to be taken. Following the evaluation, the NC will conclude if the Board as a whole and its committees were effective with the necessary skills, experience and qualification and if the current composition and performance of the Board are satisfactory. For the financial year under review, the NC conducted an evaluation performance of the Board and Board Committees, and reviewed the summary results thereof and recommended proposed improvements, where appropriate to the Board for improvement.

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

Intended Outcome

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

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

Practice 7.1

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

Application	:	Applied	
Explanation on application of the practice	:	The objective of the Group's remuneration policy is to attract and retain the right calibre of Directors and Senior Management required to lead and control the Group effectively. In view of that the Company has specific policies and procedures to determine the remuneration of Directors and Senior Management. The Directors' remuneration packages are reviewed by the Remuneration Committee from time to time and are recommended to the Board for approval. The remuneration of the Executive Directors is linked to corporate and individual performance and consists of basic salary and other emoluments. Any salary review will take into account the role and responsibility, the market rates and the performance of the individual and the Group. The Non-Executive Directors' annual fees reflect their expected roles and responsibilities. In addition, Non-Executive Directors are paid a meeting allowance for each meeting they attended.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 7.2
The board has a Remuneration Committee to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of board and senior management.

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

Application :	Applied
Explanation on application of the practice :	In compliance with the Code, a Remuneration Committee ("RC") was set-up on 6 December 2004 and is entrusted with the following responsibilities: (i) To assist the Board in developing and administering a fair and transparent procedure for setting policy on remuneration of directors and senior management to ensure that remuneration packages are determined on the basis of the directors' and senior management's merit, qualification and competency, having regard to the Company's operating results, individual performance and comparable market statistics. (ii) To recommend to the Board the framework of Executive Directors' remuneration and the remuneration package for each Executive Director, drawing from outside advice as necessary. (iii) To ensure that the remuneration and incentives for Independent Directors do not conflict with their obligation to bring objectivity and independent judgement on the matters discussed at board meetings. (iv) To recommend to the Board, guidelines for determining remuneration of Non-Executive Directors. (v) To recommend to the Board any performance related pay schemes for Executive Directors. (vi) To review Executive Directors' scope of service contracts.

	(vii) To consider the appointment of the service of such advisers or consultants as it deems necessary to fulfil its functions. The Terms of Reference of the RC is available at the Company's website at www.keinhing.com. The members of the RC comprise wholly of Non-Executive Directors; all of whom are Independent.
Explanation for departure :	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :	

Intended Outcome

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

Practice 8.1

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

Application	:	Applied
Explanation on application of the practice	:	The detailed disclosure on named basis for the remuneration of individual Directors are set out in the Corporate Governance Overview Statement at page 57 of the Annual Report.

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Yap Toon Choy	Executive Director	0	0	0	0	0	0	0	0	104	1348	60	51	0	1563
2	Yong Elaine	Executive Director	0	62	0	0	0	0	62	0	130	242	50	34	0	456
3	Khor Yew Chye	Independent Director	40	10	0	0	0	0	50	40	10	0	0	0	0	50
4	Jancy Oh Suan Tin	Independent Director	30	17	0	0	0	0	47	30	17	0	0	0	0	47
5	Low Khoon Boon	Independent Director	30	12	0	0	0	0	42	30	12	0	0	0	0	42
6	Gan Poh Chan	Independent Director	30	12	0	0	0	0	42	30	12	0	0	0	0	42
7	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
8	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
9	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

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 :	Except for the Managing Director's and the Executive Director's remunerations which are disclosed in detail and on a named basis in the Corporate Governance Overview Statement on page 57 of the Annual Report, the remuneration of the rest of the Key Senior Management is not disclosed on a named basis or in bands of RM50,000 due to confidentiality and sensitivity of each remuneration package.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
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	:	Ms. Jancy Oh Suan Tin, an Independent Non-Executive Director, is the Chairman of the Audit and Risk Management Committee while the Independent Non-Executive Chairman of the Board is Mr. Darsan Singh A/L Balwant Singh. The Terms of Reference of the Audit and Risk Management Committee are available on the Company's website at www.keinhing.com.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
There is an effective and independent Audit Committee.

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

Practice 9.2
The Audit Committee has a policy that requires a former partner of the external audit firm of the listed company to observe a cooling-off period of at least three years before being appointed as a member of the Audit Committee.

Application	:	Applied	
Explanation on application of the practice	:	The Board does not presently have a former partner of its external audit firm as a member of the Audit and Risk Management Committee ("ARMC"). In the event that the Board contemplates to appoint a former partner of its external audit firm as a member of the ARMC, the former audit partner must observe a cooling-off period of at least three years prior to such an appointment. This is a requirement embodied in the ARMC's Terms of Reference.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
There is an effective and independent Audit Committee.

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

Practice 9.3
The Audit Committee has policies and procedures to assess the suitability, objectivity and independence of the external auditor to safeguard the quality and reliability of audited financial statements.

Application	:	Applied	
Explanation on application of the practice	:	The scope of work of the external auditors, Messrs. KPMG PLT and their subsequent findings and conclusions are reviewed by the Audit and Risk Management Committee ("ARMC"). The external auditors were present at the ARMC Meeting during the financial year 2026 to present their audit plan and subsequently to present their report to the ARMC. At these meetings, the ARMC also held separate private sessions with the external auditors in the absence of Executive Directors and Management. The ARMC also assessed the performance, time commitment, deliverables, timeliness, competency and professionalism demonstrated by the external auditors on an annual basis. The ARMC also assessed the independence and objectivity of the external auditors during the financial year and also prior to engaging the external auditors for non-audit related services. To assess the suitability objectivity and independence of the external auditors to safeguard the quality of audited financial statements, ARMC obtained the requisite assurance on independence from the external auditors and recommend the audit fees payable to the Board for approval.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up
The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted
Explanation on adoption of the practice	:	The Audit and Risk Management Committee comprises the following members, all of whom are Independent Non-Executive Directors: Jancy Oh Suan Tin (Chairman) — Independent Non- Executive Director Khor Yew Chye — Senior Independent Non- Executive Director Low Khoon Boon — Independent Non- Executive Director Gan Poh Chan — Independent Non- Executive Director

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	:	All the Audit and Risk Management Committee ("ARMC") members are financially literate and carried out their duties in accordance with the Terms of Reference of the ARMC which are made publicly available at the Company's website at www.keinhing.com. One of the ARMC members is a member of the Malaysian Institute of Accountants. The qualification and experience of the individual ARMC members are disclosed in the Board of Directors' Profiles on pages 6 to 8 of the Annual Report 2026. All the ARMC members undertake continuous professional training and development to ensure that they are abreast of relevant developments in accounting and auditing standards, practices and rules.	
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 :	The Board acknowledges its responsibility for ensuring the adequacy and effectiveness of the Group's Risk Management and Internal Control System. The Board has established an appropriate control environment and risk management framework, processes and structures and continually reviewing the adequacy and integrity of the said systems to safeguard shareholders' investment and the Group's assets and has appointed Ms. Kally Liew Choon Fong as the Risk Management Coordinator who presents the quarterly Risk Management Report to the Audit and Risk Management Committee as well as to the Board for review.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

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

Practice 10.2
The board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

Application	:	Applied
Explanation on application of the practice	:	The Board firmly believes that an effective risk management is critical to the Group's achievement of business objectives and the enhancement of shareholder value. Therefore, the Board has implemented an effective risk management framework and internal control systems. A formal enterprise risk management ("ERM") framework was established to provide an integrated and organised approach entitywide. It outlines the ERM methodology, mainly promoting the risk ownership and continuous monitoring of key risks identified. Under the ERM oversight structure, a Risk Management Coordinator ("RMC") has been appointed and is responsible for assisting the Audit and Risk Management Committee ("ARMC") in managing the effective implementation and maintenance of ERM. The roles and responsibilities of the RMC include, among others, organizing the required risk management resources, reviewing and updating the existing risk profile, ensuring that all action plans are acted upon, preparing quarterly Risk Management Reports for submission to the ARMC and also assisting the ARMC in preparing Risk Management Reports for submission to the Board. On quarterly basis, the Board evaluates and monitors the key risks reported by the Group as per the risk register. Independent reviews are carried out throughout the year by the Group's Outsourced Internal Audit functions to assess the adequacy and effectiveness of the internal control framework and procedures. All such reviews are governed by the yearly audit plan that is approved by the ARMC. Audit results, including the findings and recommendations are reported to the ARMC on quarterly basis.
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 10.3 - 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	:	The Company's internal audit function is outsourced to professional internal audit service providers namely Naim Consulting, a firm of Chartered Accountants in Malaysia and Grant Thornton (Vietnam) Limited, a professional firm in Vietnam ("Internal Auditors") covering the internal audits of companies in Malaysia and in Vietnam respectively. The Audit and Risk Management Committee ("ARMC") conducts annual evaluation of the performances of the Internal Auditors and their independence. The ARMC had found the Internal Auditors to have no involvement in the operations of the Group. The ARMC has full and direct access to the internal auditors, reviews their reports on all audits performed and monitors their performances as the internal auditors report directly and independently to the ARMC. The ARMC also reviews the adequacy of the scope, function, competency and resources of the outsourced internal audit functions. The Internal Auditors provided the ARMC with periodic reports highlighting observations, recommendations and management action plans to improve the system of internal control, where necessary. The internal audits are carried out based on Internal Audit Plans pre-approved by the ARMC. In Malaysia, Naim Consulting carried out their internal audit function four times a year and presented their internal reports for the review by the ARMC at the quarterly ARMC meetings. In Vietnam, Grant Thornton (Vietnam) Limited carried out their internal audit function once a year on the Company's subsidiaries in Vietnam. Their internal audit report was submitted for the review by the ARMC at the quarterly ARMC meeting held on 26 March 2026.
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 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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Company does not have its own internal audit department. The outsourced Internal Auditors in Malaysia is Encik Mohd Naim bin Abdullah from Naim Consulting and his qualifications are as follows:
1. Bachelor in Accounting with Honours, International Islam University Malaysia
2. A member of MIA (Malaysian Institute of Accountants)

The other outsourced Internal Auditors for the Company's subsidiaries in Vietnam, Grant Thornton (Vietnam) Limited, is a member firm of Grant Thornton International Ltd which provides assurance, tax and advisory services to their clients.

None of the internal audit personnel of Naim Consulting and Grant Thornton (Vietnam) Limited has any relationship or conflict of interest that could impair their objectivity and independence in conducting their internal audit functions.

The outsourced Internal Auditors carry out the internal audit function in accordance with a recognised Internal Professional Practices framework and internal audit plans approved by the Audit and Risk Management Committee.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

Intended Outcome

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

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

Practice 12.1

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

Application	:	Applied
Explanation on application of the practice	:	The Board acknowledges the importance of accountability, transparency and timely communication with its stakeholders. Maintaining effective communication with stakeholders enables the Company to keep its stakeholders informed of its progress and enabling the Company to better understand the stakeholders' concerns and to take these concerns into account when making strategic plans and decisions. Similarly, stakeholders are able to make informed decisions with respect to the business of the Company and its subsidiaries, its policies on governance, the environment and social responsibility. The annual reports and quarterly announcements remain the principal form of communication providing stakeholders with an overview of the Group's activities and performance. In addition, stakeholders are kept informed of changes in the Boardroom and board committees, corporate exercise, changes in substantial shareholders and/or shareholdings, intention of share buy-back, related party transactions and other related matters as prescribed by the MMLR of Bursa Securities. All announcements are via Bursa Securities' Bursa Link and are posted on the Company's website at www.keinhing.com. Alternatively, shareholders can seek additional information through the Company's website: www.keinhing.com and www.zennemalaysia.com.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	

Timeframe :		

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

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

Practice 12.2
Large companies are encouraged to adopt integrated reporting based on a globally recognised framework.

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

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

Practice 13.1
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 :	According to Clause 62(a) of Company's Constitution, notice of Annual General Meeting will be circulated at least twenty-one (21) days before the date of the meeting to enable shareholders sufficient time to peruse the Annual Report and papers supporting the resolutions proposed. The 21 days' notice is within the requirement stipulated by the Companies Act, 2016 ("CA 2016") under Section 316 and Paragraph 9.19 of the MMLR of Bursa Securities. The Board is aware that Practice 13.1 of the Code encourages the Company to send out Notice for its Annual General Meeting to the shareholders at least 28 days prior to the meeting. Since the Notice of the Company's Annual General Meeting ("AGM") will be sent on 28 August 2026 while its AGM will only be held on 15 October 2026, there will be more 28 days prior to the Company's AGM. The Company, therefore, complies with Practice 13.1 of the Code.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

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

Practice 13.2

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

Application	:	Applied	
Explanation on application of the practice	:	All Directors, including the Chairs of all the Board Committees, will attend and participate on matters related to them at the Company's 23rd Annual General Meeting and are available to give response to questions addressed to them.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 13.3
Listed companies should leverage technology to facilitate–
- voting including voting in absentia; and
- remote shareholders' participation at general meetings.

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

Application :	Applied	
Explanation on application of the practice :	The Company's Annual General Meeting ("AGM") since the beginning of the Covid-19 pandemic was conducted entirely through live streaming from the Broadcast Venue. In light of the announcement made by the Securities Commission Malaysia and Bursa Malaysia Securities Berhad ("Bursa Malaysia") on 30 August 2024, all public listed companies on Bursa Malaysia will be required to conduct hybrid or physical general meetings starting from 1 March 2025. The Company's 23rd AGM will be conducted physically at the Rafflesia Ballroom, Palm Garden Hotel, IOI Resort City, 62502 Putrajaya, Malaysia.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

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

Practice 13.4

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

Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.		
Application :	Applied	
Explanation on application of the practice :	The AGM is the primary forum for shareholders to raise questions on the Group's performance. The Company has always presented a video and a slideshow in PowerPoint to the shareholders on the review of the operations and the financial performance of the Group for the year respectively prior to dealing with the agenda of the AGM. Following the end of the video and presentation, the Floor was opened to the shareholders to ask any question regarding the video and presentation. The Directors and Management including the Financial Controller were present to answer the questions pertaining to the video and presentation. The Directors and Management interacted with the shareholders who were given the opportunity to raise questions and participate in the AGM. As active participation from the shareholders is encouraged, the Board will attempt to answer as many questions as possible during the AGM. If there are any questions which cannot be answered in the AGM due to technicalities, the Chairman will undertake to provide a response that is subsequently uploaded onto the Company's website.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

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

<table>
<tr><td colspan="3">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.</td></tr>
<tr><td>Application :</td><td colspan="2">Not applicable – only physical general meetings were conducted in the financial year</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2"></td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

Intended Outcome

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

Practice 13.6

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

<table>
<tr><td colspan="3">Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</td></tr>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">Minutes of the 23rd Annual General Meeting (“AGM”) as well as all questions and answers posed by the shareholders will be made available on the Company’s website within 30 business days after the 23rd AGM.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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

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

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