

CORPORATE GOVERNANCE REPORT

STOCK CODE : 0210
COMPANY NAME : KIM HIN JOO (MALAYSIA) BERHAD (“KHJ” OR “COMPANY”)
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 of Directors of KHJ ("Board") is collectively responsible for establishing the Group's goals and strategic directions, setting goals and targets for Management and monitoring the achievement of goals and targets. The Board provides effective leadership and manages overall control of the Group's affairs through the discharge of the following duties and responsibilities:-</p> <ul style="list-style-type: none">(a) together with senior Management, promote good corporate governance culture within the Company which reinforces ethical, prudent and professional behaviour;(b) review, challenge and decide on Management's proposals for the Company, and monitor its implementation by Management;(c) ensure that the strategic plan and direction of the Company supports long-term value creation and includes strategies on environmental, social and governance considerations underpinning sustainability;(d) supervise and assess the conduct and performance of the Management to determine whether the business is being properly managed;(e) ensure there is a sound framework for internal controls and risk management;(f) understand the principal risks of the Company's business and recognise that business decisions involve the taking of appropriate risks;(g) set the risk appetite within which the Board expects Management to operate and ensure that there is an appropriate risk

	<p>management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks;</p> <p>(h) ensure that senior Management has the necessary skills and experience, and that there are measures in place to provide for the orderly succession of the Board and senior Management;</p> <p>(i) ensure that the Company has in place procedures to enable effective communication with stakeholders;</p> <p>(j) ensure that all its directors are able to understand financial statements and form a view on the information presented;</p> <p>(k) ensure the integrity of the Company’s financial and non-financial reporting. Courts have held that it is the duty of every Director to read the financial statement of the Company and carefully consider whether what they disclose is consistent with the Director’s own knowledge of the Company’s affairs; and</p> <p>(l) monitor and review policies and procedures relating to occupational, health and safety, and compliance with the relevant laws and regulations.</p> <p>The day-to-day management of the Group is delegated to the Managing Director (“MD”), Executive Director and the Senior Management Team. In this respect, the Board is guided by the Limits of Authority which provides the authority limits for corporate, operational, financial and human resource areas. The Limits of Authority determines the respective approving authorities for each transaction, prohibiting unfettered powers for any single individual within the various levels of management. Nevertheless, the MD and Executive Director remain accountable to the Board for the authority that is delegated.</p> <p>The Risk Management Committee assists the Board in establishing a sound internal control framework to manage risks with the overall responsibility for overseeing the risk management activities of the Group and approving the appropriate risk management procedures and measurement methodologies across the Group.</p> <p>The Board strives to ensure there are regular communications with all its stakeholders, regardless of individual or institutional investors, or the wider stakeholders at large, through the timely releases of quarterly financial results, corporate announcements and annual reports.</p> <p>The Board is assisted by the Audit Committee in ensuring the Group’s financial reporting processes are effective and the quality of the financial reporting is of a high standard. The AC reviewed the quarterly financial reports prior to its recommendation to the Board for approval and announcements to Bursa Malaysia Securities Berhad (“Bursa Securities”).</p>
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	<p>The Board Committees review matters within their Terms of Reference (“TOR”) and make recommendations to the Board for approval. The Board is kept apprised of the activities of the Board Committees through the circulation of minutes of meetings of the Board Committees and update on meeting deliberations and outcomes by the respective chairmen and/or chairpersons of the Board Committees at meetings. The ultimate responsibility for the final decision on the recommendations lies with the entire Board.</p>	
<p>Explanation for departure</p>	<p>:</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure</p>	<p>:</p>	
<p>Timeframe</p>	<p>:</p>	

Intended Outcome

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

Practice 1.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>Mr. Pang Kim Hin, the Non-Independent Non-Executive Chairman manages and provides leadership to the Board and the Management of the Company.</p> <p>The Chairman is tasked with the following responsibilities:-</p> <ul style="list-style-type: none">(a) providing leadership for the Board so that the Board can perform its responsibilities effectively;(b) setting the Board agenda and ensuring that Board members receive complete and accurate information in a timely manner;(c) leading Board meetings and discussions;(d) encouraging active participation and allowing dissenting views to be freely expressed;(e) managing the interface between the Board and Management;(f) ensuring appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the Board as a whole;(g) leading the Board in adoption and implementation of good corporate governance practices in the company; and(h) 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(i) be the spokesman for the Company <p>The detailed roles and responsibilities of the Chairman are encapsulated in the Board Charter, which is available on the Company's website at www.khj-my.com.</p>
Explanation for departure	:	

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

Intended Outcome

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

Practice 1.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board recognises the importance of exercising the objective to oversee the Management in order to guard the interest of the Company and its stakeholders. Stemming from this, the Board aims to ensure that there is an appropriate balance of power to prevent any single individual from dominating the deliberations and the decision-making process.</p> <p>The roles of the Chairman and MD are separate and clearly defined and are held by two distinct individuals. Mr. Pang Kim Hin is the Non-Independent Non-Executive Chairman of the Board whereas Mr. Pang Fu Wei is the MD of KHJ.</p> <p>The Chairman is responsible for leading and managing the Board by focusing on strategy, governance and compliance. The MD focuses on the business and day-to-day management of the Group and implementation of the Board's decisions and policies.</p> <p>The key roles and accountabilities of the Chairman and MD are set out in the Board Charter, which is available on the Company's website at www.khj-my.com.</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 not a member of the Audit Committee ("AC"), Nomination Committee ("NC"), Remuneration Committee ("RC") and Risk Management Committee ("RMC"). The Board discourages the Chairman of the Board to be involved in the AC, NC and RC meetings to ensure that there is check and balance as well as objective review by 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

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 two (2) suitably qualified and competent Company Secretaries as follows:-</p> <ul style="list-style-type: none">• Ms. Tai Yit Chan• Ms. Tan Ai Ning <p>Both the Company Secretaries are Fellow members of the Malaysian Institute of Chartered Secretaries and Administrators (“MAICSA”) and are qualified to act as Company Secretaries under Section 235(2)(a) of the Companies Act 2016 (“the Act”).</p> <p>The key roles of the Company Secretary are set out in the Board Charter which is available on the corporate website.</p> <p>All Directors have unrestricted access to the advice and support of the Company Secretaries in relation to Board policies and procedures, compliance of applicable rules and regulations by the Group and corporate governance related practices.</p> <p>During the financial year, the Company Secretaries constantly kept themselves abreast of the evolving capital market environment, regulatory changes and developments in corporate governance, and had attended the relevant continuous professional development programmes as required by MAICSA for practicing company secretaries.</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 Chairman, together with the Management and Company Secretaries, are responsible for ensuring the Directors receive adequate and timely information prior to Board or Board Committee meetings.</p> <p>The notice of the scheduled Board or Committee meetings is served to the Directors or Committee members at least seven (7) days prior to the meetings, unless there is exceptional case for convening of Special Meeting of the Board to address emergency issue, where shorter notice is allowed with the consent of all Directors.</p> <p>Subsequent to the meetings, the draft minutes of the Board and Board Committee meetings are prepared within a reasonable period following the meetings and will be circulated for confirmation to ensure that deliberations and decisions of the Board are accurately recorded.</p> <p>The draft minutes of the Board and Board Committee meetings are typically approved at the subsequent Board and Board Committee meetings and the Chairman of the meetings signs the minutes as a correct record of the proceedings and thereafter, the said minutes of all proceedings are kept in the statutory books at the office of the Company Secretaries at 12th Floor, Menara Symphony, No. 5, Jalan Professor Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, to be made available for inspection under the Act.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 2.1

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board has adopted a Board Charter which provides guidance on how business is conducted in line with best practices and standards of good corporate governance as well as clarity for Directors and Management with regards to the role of the Board and its Committees.</p> <p>The Board Charter sets out the authority, responsibilities, membership and operation of the Board and of the Group, adopting principles of good corporate governance and practice, in accordance with applicable laws in Malaysia. The Board Charter entails, inter alia, the following main items:-</p> <ul style="list-style-type: none">• Objectives of the Board;• Role of the Board;• Matters Reserved;• Board Structure;• Board Processes;• Investor relations and Shareholders' communication• Whistleblowing Policy and procedure;• Annual Performance Evaluation of the Board, Board Committees and Individual Directors; and• Code of Conduct and Business Ethics.• Anti-Bribery and Anti-Corruption Programme• Sustainability Strategies <p>The Board Charter is applicable to all Directors of the Company and, amongst other things, provides that all Directors must avoid conflicts of interest between their private financial activities and their part in conduct of company business.</p>

	The Board Charter is to be reviewed annually by the Board or as and when required and can be accessed via the Company's website at www.khj-my.com .	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 3.1

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Code of Conduct and Ethics ("Code") covers ethical behaviour in all aspects of the Company's business operations. This includes areas concerning confidentiality of information, conflict of interest, gifts, gratuities, bribes, dishonest conduct and assault, unlawful or unethical behaviour, protection and proper use of the Company's assets and compliance with laws, rules and regulations. The said Code is expected to govern the standards of ethics and good conduct expected of Directors and employees of the Group.</p> <p>Employees are made aware that relevant disciplinary actions will be taken for unethical behaviour and gross misconduct that is in contravention with the ethos of the said Code.</p> <p>Any violation or suspected violation of this Code shall be reported to the Chairman of the Board (in the case of any Director) or KHJ Group's Head of Human Resources or Employee's Head of Department (in all other cases) or such other officer designated by KHJ Group from time to time.</p> <p>The Board has always encouraged employees to report genuine concerns in relation to actual or suspected breach of a legal obligation (including negligence, criminal activity, breach of contract and breach of law), miscarriage of justice, danger to health and safety or to the environment and the cover-up of any of these in the workplace. The reporting policies and procedures have been formalised in the Whistleblowing Policy and Procedures.</p> <p>The Code is to be periodically reviewed by the Head of Human Resources Department and evaluated by the RMC as and when necessary to ensure that it continues to remain relevant and appropriate and can be accessed via the Company's website at www.khj-my.com.</p>

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

Intended Outcome

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

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

Practice 3.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>As part of the Company's continuous effort to ensure that good corporate governance practices are being adopted, the Company has established a Whistleblowing Policy and Procedures to provide a clear line of communication and reporting of concerns for employees at all levels, and provide alternative lines of communication depending on the person(s) who is/are the subject of such concerns.</p> <p>The Whistleblowing Policy and Procedures is to facilitate the whistle blower to report or disclose through established channels about any violations or wrongdoings they may observe in the Group without fear of retaliation should they act in good faith when reporting such concerns.</p> <p>Employees and Stakeholders should report their concern at the earliest opportunity so that corrective action can be taken as soon as possible. Improper activities disclosures, including those relating to financial reporting, unethical or illegal conduct, and employment-related concerns may be reported directly to the Chairman of the AC or Independent Directors ("ID") at:</p> <p>Address : Wisma Pang Cheng Yean Lot 5205C, Jalan Perindustrian Balakong Jaya 1/3 Kawasan Perindustrian Balakong Jaya 43300 Seri Kembangan, Selangor</p> <p>Email : whistle@khj-my.com</p> <p>Disclosures can be verbal, via electronic mail or in writing and forwarded in a sealed envelope to the abovementioned contact person(s) labelled with a legend such as "To be opened by the Chairman of AC or ID only".</p> <p>In the financial year ended ("FYE") 31 December 2025, none of the designated persons have received any report or concerns vide the abovementioned communication and feedback channels.</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 together with Senior Management takes responsibilities for the governance of sustainability in the Company including setting the Company's sustainability strategies, priorities and targets.</p> <p>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.</p> <p>The strategic management of material sustainability matters is driven by Senior Management.</p> <p>The Board had established a sustainability working group to look into the environmental, social and governance ("ESG") matters in which the working group reports to the Risk Management Committee at least once a year.</p> <p>Sustainability-related activities undertaken and targets set out by the Company had been disclosed in the Sustainability Statement of the Company's Annual Report 2025.</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	:	

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

Timeframe	:	
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Intended Outcome

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

Practice 4.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The 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.</p> <p>The Sustainability Statement in the Annual Report 2025 of the Company is available at the website of the Company at www.khj-my.com.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board 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.</p> <p>The Board has sufficient understanding and knowledge of sustainability issues that are relevant to the Company and its business in discharging its role effectively. The Board has measures and an annual assessment to determine whether the Board has the required capacity and competency is its ability to tackle questions and deliberate on sustainability, as well as evaluate the sustainability risks and opportunities and make informed decisions on the matter.</p> <p>To ensure the Board is equipped and ready to execute its role, the Board identifies its professional development needs concerning sustainability and ensures these are addressed by attending the relevant training programs annually.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.4

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

Application	:	Applied	
Explanation on application of the practice	:	As addressing material sustainability risks and opportunities is the responsibility of the Board and Senior Management, the performance evaluation of the Board and Senior Management takes into consideration of how well the Board and Senior Management have performed their respective roles, including where applicable, progress against the achievement of sustainability targets and promotes accountability and identify issues that may require intervention by the Board and/or Senior Management.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.5- Step Up

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

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

Application	:	Adopted
Explanation on adoption of the practice	:	The Board identifies the General Manager to provide dedicated focus to manage sustainability strategically including the integration of sustainability considerations in the operations of the Company.

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>The Nomination Committee ("NC") ensures that the composition of the Board is refreshed periodically. The tenure of each Director will be reviewed by the NC and annual re-election of a Director will be contingent on satisfactory evaluation of the Director's performance and contribution to the Board through annual assessment of the Board and Board Committees.</p> <p>For the FYE 31 December 2025, the NC was satisfied that the results of the annual assessment demonstrated that the Board:-</p> <ul style="list-style-type: none">i) has the right size, balance and composition for it to operate in an effective manner and is well-balanced with an appropriate number of Independent Non-Executive Directors;ii) has discharged their responsibilities in a commendable manner and performed competently;iii) possessed the desired character, experience, competency, dynamic and satisfactorily demonstrated their time commitment and integrity in discharging their duties and responsibilities; andiv) has a balanced mix of skills, knowledge and experience to meet the needs of the Company. <p>In appointing or re-appointing a Board member, the Board considers the current composition of the Board, the tenure of each Director, review its composition and will evaluate the need to bring new skills and perspective to the Boardroom as and when necessary.</p> <p>The Board had formalised and adopted the Directors' Fit and Proper Policy which serves as a guide to the NC and the Board in conducting assessment on potential candidates for appointment as Directors as well as existing Directors who are seeking for re-election and re-appointment.</p> <p>Fit and proper assessment had been conducted on the re-election of the following Directors at the forthcoming Forty-Fifth ("45th") Annual General Meeting ("AGM"):</p> <ul style="list-style-type: none">i) Ms Goh Poh Tengii) Mr Hew Moh Yung

Intended Outcome

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

Practice 5.1

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	:	Applied
Explanation on application of the practice	:	<p>The Board currently has six (6) Directors comprising of one (1) Non-Independent Non-Executive Chairman, one (1) Managing Director, one (1) Executive Director, one (1) Senior Independent Non-Executive Director and two (2) Independent Non-Executive Directors for the FYE 31 December 2025 and is in compliance with the Rule 15.02(1) of the ACE Market Listing Requirements (“ACE LR”) and Practice 5.2 of the Malaysian Code on Corporate Governance 2021 (“MCCG 2021”).</p> <p>The Board comprises members from various professions with individual personalised quality, expertise, skills and relevant market and industry knowledge and ensures at all times that necessary financial and human resources are in place for the Company to meet its strategic objectives. The Board will continue to monitor and review the Board size and composition as may be needed.</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 5.3

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

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board Charter includes the tenure of an Independent Director reaching a term of nine (9)-year limit, he/she may continue to serve on the Board as Non-Independent Director. If the Board intends to retain the Independent Director(s) beyond nine (9) years, the Board shall justify and will seek annual shareholders’ approval through a two-tier voting process. Upon completion of twelve (12) years, an ID shall resign or be re-designated as a Non-ID.</p> <p>Currently, none of the Independent Non-Executive Directors of the Company have exceeded the cumulative term of nine (9) years.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.4 - Step Up

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

<i>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.</i>	
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>In recommending the appointment of Directors and Senior Management, the NC considers salient attributes such as mix of skills and experience, strengths, expected contribution, independence (where applicable), other directorships and the multiple facets of diversity to ensure a balanced mix of talents on the Board and Senior Management level.</p> <p>The Board, alongside the NC, undertakes periodic reviews of the composition of the Board and Senior Management to ensure that they remain diverse.</p> <p>The current composition of the Board includes a diverse mix of skill sets, knowledge and experience. The appointment of Senior Management personnel is also based on pre-determined criteria which includes skill sets and leadership qualities, driven by their respective job descriptions.</p> <p>There is a formal, rigorous and transparent process for the appointment of Directors (including reappointments) and Senior Management. The candidate(s) selection process will be guided by clear criteria as required under the Listing Requirement and guidance in MCCG 2021.</p> <p>The Board devotes the required time to serve the Board effectively and the current composition of the Board does not consist of any active politician i.e. a Member of Parliament, State Assemblyman or holds a position at the Supreme Council or division level in a political party.</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 5.6

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The current process with regards to the appointment of new Directors to the Board is based on the recommendation of the NC. The Board relies on the existing network and referrals from existing Directors, Senior Management and shareholders and/or other consultant/adviser as primary means to source for new Directors.</p> <p>The Board may utilise external and independent sources such as Directors' registry, open advertisements or independent search firms for potential candidates, if necessary.</p> <p>For the financial year ended 31 December 2025, there was no change in the composition of the Board and as such, there was no identification of candidate for the appointment as Director.</p> <p>The NC will explain why other sources were not used if the selection of candidate(s) was solely based on recommendations made by the existing Board members, Management or major shareholders, when necessary.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.7

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

Application	:	Applied
Explanation on application of the practice	:	As the appointment and re-appointment of Directors are critical aspects of corporate governance which have an impact on the leadership of the Company, the Board ensures that shareholders have the information they require to make an informed decision on these appointments and such information was disclosed in the explanatory notes accompanying the Notice of the 45 th AGM.
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 NC is chaired by Mr. Chew Soo Lin, a Senior Independent Non-Executive Director of the Company.</p> <p>The Board recognises the need for Chairman of NC to be independent to ensure objectivity and independent judgement during deliberations.</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>Currently, the Board comprises two (2) female Directors, namely Ms. Goh Poh Teng and Ms. Kor Yann Ning, equivalent to 33% women representation on the Board.</p> <p>The Board would endeavour to ensure that the number of female directors would not fall below the threshold of two (2) women directors to be in line with the Diversity Policy 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	:	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	:	Applied	
Explanation on application of the practice	:	<p>The Company has formalised the Diversity Policy which outlines its approach in achieving and maintaining diversity (including gender diversity) on its Board of Directors and Senior Management positions.</p> <p>The disclosure of the Company’s policy on gender diversity for the Board and Senior Management could be found in the Corporate Governance Overview Statement of the Company’s Annual Report 2025.</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	:		

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

Practice 6.1

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

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

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
Application	: Applied
Explanation on application of the practice	: <p>The Board has adopted a formal and objective annual evaluation of the Board, Board Committees and Directors’ performance. The assessment took into account the contribution and performance of the Directors in relation to their competencies, time commitment, experience in meeting the needs of the Company.</p> <p>The Board, through the NC, will conduct an annual self-evaluation and/or peer evaluation on its effectiveness as a whole, each individual Directors and the different Committees established by the Board.</p> <p>The Directors' Fit and Proper Policy also provides guidance to the NC and the Board in their review and assessment of potential candidates for appointment as Directors as well as Directors who are seeking for re-election and re-appointment at the forthcoming AGM of the Company, with a view to meeting current and future requirements of the Group.</p> <p>For the FYE 31 December 2025, based on the recent assessment, the NC was satisfied that the results of the annual assessment demonstrated that the Board and its committees:-</p> <ul style="list-style-type: none"> i) have the right size, balance and composition for it to operate in an effective manner and is well-balanced with an appropriate number of Independent Non-Executive Directors and the Directors have discharged their responsibilities in a commendable manner and performed competently; ii) possessed the desired character, experience, competency, dynamic and satisfactorily demonstrated their time commitment and integrity in discharging their duties and responsibilities; and iii) have a balanced mix of skills, knowledge and experience to meet the needs of the Company. iv) All Independent Directors have complied with the criteria of “independence” as set out in the ACE LR of Bursa Malaysia Securities Berhad as well as the prescribed criterion under the MCCG 2021.

	The Board engages the Company Secretaries who are from an independent external secretarial firm to facilitate the Board's evaluation via evaluation forms and informal discussions with the Directors and the criteria and outcome of the assessment were properly documented.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 7.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>In setting the remuneration of Directors, the Board is guided by the Directors' and Senior Management's Remuneration Policy in which the remuneration policies and practices appropriately reflect the different roles and responsibilities of Non-Executive Directors, Executive Directors and Senior Management. The Executive Directors shall not participate in decisions regarding their individual remuneration.</p> <p>As a standing procedure, the remuneration for Directors and Senior Management will be reviewed by the RC, in accordance with the TOR of the RC, prior to making its recommendations to the Board for approval.</p> <p>The Directors' and Senior Management's Remuneration Policy and accompanying procedures are periodically reviewed and are disclosed on the Company's website at www.khj-my.com.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 7.2

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Board has a RC to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of the Board and Senior Management. The RC is governed by its TOR which is published on the Company's website at www.khj-my.com .	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 8.1

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

Application	:	Applied
Explanation on application of the practice	:	Detailed disclosure on named basis for the remuneration of individual Directors which include their fees, salary, bonus, benefits in-kind and other emoluments is provided in the Corporate Governance Overview Statement of the Company's Annual Report 2025.

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	Pang Fu Wei	Executive Director	32	-	318	16	-	2	368	32	-	318	16	-	2	368
2	Goh Poh Teng	Executive Director	32	-	252	15	8	32	339	32	-	252	15	8	32	339
3	Pang Kim Hin	Non-Executive Non-Independent Director	60	-	-	-	-	-	60	60	-	-	-	-	-	60
4	Chew Soo Lin	Independent Director	44	-	-	-	-	-	44	44	-	-	-	-	-	44
5	Kor Yann Ning	Independent Director	44	-	-	-	-	-	44	44	-	-	-	-	-	44
6	Hew Moh Yung	Independent Director	42	-	-	-	-	-	42	42	-	-	-	-	-	42

Intended Outcome

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

Practice 8.2

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

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>The Board did not disclose on a named basis the top five Senior Management's remuneration component including salary, bonus, benefits in-kind and other emoluments but the remuneration of the top five Senior Management (in bands of RM50,000) during the FYE 31 December 2025 was disclosed in the Corporate Governance Overview Statement of the Company's Annual Report 2025.</p> <p>The Board has considered this practice and is of the opinion that the disclosure of the top five Senior Management's remuneration on a named basis would not be in the best interest of the Group and believes that the non-disclosure of the information on key personnel and their remuneration will provide a better job security to the Senior Management and encourage them to serve longer with the Company. This will in turn, be in the best interest of the Company as opposed to a frequent turnover which may affect the Company's operation and morale.</p> <p>The Board ensures that the remuneration of Senior Management is fair and commensurate with the performance and contribution made by the Senior Management.</p>
<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	:	Choose an item.

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

Intended Outcome

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

Practice 8.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The AC comprises three (3) members who are exclusively Independent Non-Executive Directors.</p> <p>The Chairperson of the AC is Ms Kor Yann Ning while the Chairman of the Board is Mr Pang Kim Hin.</p> <p>The positions of Board Chairman and AC Chairperson assumed by different individuals allow the Board and AC to objectively review their findings and recommendations.</p> <p>To ensure continuous compliance with this Practice, the Board Charter and TOR of AC had included such separation of office between the Chairperson of the AC and Chairman of the Board.</p> <p>The duties and responsibilities of the Chairperson of the AC are set out in the TOR of AC which is available on the Company's website at www.khj-my.com.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>During the FYE 31 December 2025 and to date, none of the AC members was a former key audit partner of the Group.</p> <p>The TOR of the AC includes that a former key audit partner is required to observe a cooling-off period of at least three (3) years before being appointed as a member of the AC. None of the members of the AC were former key audit partners.</p> <p>The TOR of the AC is available on the Company’s website at www.khj-my.com.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>The External Auditors' Assessment Policy would assess the suitability, objectivity and independence of the Company's External Auditors, Messrs Deloitte PLT ("EA") to safeguard the quality and reliability of audited financial statements. In this respect, the AC conducts yearly assessment on the EA's suitability, objectivity and independence covering areas such as professional conduct, skills, performance, experience, quality control in audit reviews and timeliness and audit fees.</p> <p>For the FYE 31 December 2025, the AC has reviewed the suitability, objectivity and independence of the EA, and was satisfied that the EA have carried out their work independently and recognised that the provision of non-audit services by the EA for the FYE 31 December 2025 did not in any way impair their objectivity and independence as the EA of the Company.</p> <p>The EA have also provided a confirmation of their independence to the AC that they are and have been independent throughout the conduct of the audit engagement in accordance with the relevant professional and regulatory requirements.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted
Explanation on adoption of the practice	:	The AC of the Company comprises solely of Independent Directors. The Board firmly believes the AC would be able to provide impartial and unbiased views along with the relevant check and balances on matters relating to audit of the Company with its current composition.

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 AC members possess a wide range of necessary skills and are financially literate. Their profiles are set out in the Profile of Directors in the Company's Annual Report 2025.</p> <p>All members of the AC have undertaken continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.</p> <p>The schedule of training programmes participated by the Directors was disclosed in the Corporate Governance Overview Statement of the Company's Annual Report 2025.</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	:	

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

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

Practice 10.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board assumes its overall responsibility in establishing a risk management framework and maintaining a sound system of risk management and internal control throughout the Group which provides reasonable assurance in ensuring the effectiveness and efficiency of the Group’s operations, not limiting to financial aspects of the business but also operational and regulatory compliance.</p> <p>The Group has an effective risk management framework to identify and assess the risks faced by the Group and thereafter, to implement and monitor appropriate internal controls to manage and mitigate those risks.</p> <p>The Group has engaged an Internal Auditor, an independent professional firm, Sterling Business Alignment Consulting Sdn Bhd (“Sterling”), to review the Internal Control systems to determine if the internal control procedures have been complied with as well as to make recommendations to strengthen the system. The AC has been entrusted by the Board to ensure effectiveness of the Group’s internal control systems. The ultimate objectives are to protect the Group’s assets and safeguard shareholders’ investments.</p> <p>The Risk Management Committee (“RMC”) will assess and monitor the efficacy of the risk management controls and measures taken, whilst the adequacy and effectiveness of the internal controls were reviewed by the AC in relation to the internal audit function for the Group.</p> <p>Details of the Group's risk management and internal control system are disclosed in the Statement on Risk Management and Internal Control contained in the Annual Report 2025.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 10.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board has an ongoing process of identifying, assessing, evaluating and managing significant risks to achieve the objectives and strategies of the Group. The Board and Senior Management practice proactive significant risks identification, evaluation and management in the processes and activities of the Group, particularly any major proposed transactions, changes in nature of activities and/or operating environment or when venturing into new operating environment which may entail different risks and put in place the appropriate risk response strategies and controls until those risks are managed and maintained at a level acceptable to the Board.</p> <p>In addition, the process of identifying, evaluating, monitoring and managing significant risks is embedded in the various work processes and procedures of the respective operational functions and Management team. Any significant risk issues and action plans would be reviewed and discussed at management meetings, RMC meetings and quarterly AC meetings.</p> <p>The key features of the Group's risk management and internal control framework are set out in the Statement on Risk Management and Internal Control of the Company's Annual Report 2025.</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 10.3 - Step Up

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

Application	:	Adopted
Explanation on adoption of the practice	:	<p>The RMC, comprising majority of IDs, has been assisting the Board in carrying out, among others, the responsibility of overseeing risk management of the Group.</p> <p>A sustainability working group had been established to look into the environmental, social and governance (“ESG”) matters in which the working group reports to the Risk Management Committee once a year and the TOR of RMC can be accessed on the Company’s website at www.khj-my.com.</p>

Intended Outcome

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

Practice 11.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Group's internal audit function is outsourced to an independent professional firm, Sterling which has full access to the AC for clarification and reporting purposes.</p> <p>The internal audit function undertakes an independent assessment on the internal control of the Group on an annual basis and provides assurance to the AC that no material issue or major deficiency has been noted which would pose a high risk to the overall system of internal control under review.</p> <p>To ensure that the responsibility of the internal audit function is fully discharged, the AC has reviewed and approved the internal audit plan during the FYE 2025 to ensure that the internal audit scope and coverage of the Group's operations is adequate.</p> <p>The Internal Audit reports directly to the AC and their performance is reviewed by the AC on an annual basis.</p> <p>A summary of the activities undertaken by the Internal Auditors for the FYE 31 December 2025 is set out in the Statement on Risk Management and Internal Control of the Company's Annual Report 2025.</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 have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.2

The board should disclose–

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Group has appointed an outsourced internal audit service provider, Sterling, to carry out the internal audit functions.</p> <p>The assessment and evaluation of the internal audit review are based on the standards issued by the International Standards for the Professional Practice of Internal Auditing and the Internal Control framework model by Committee of Sponsoring Organizations of the Treadway Commission, as well as applicable regulatory rules and practices, such as ACE LR of Bursa Securities, Companies Act 2016, and MCCG 2021.</p> <p>The audit personnel from Sterling are free from any relationships or conflicts of interest, which could impair the objectivity and independence.</p> <p>Details of the audit personnel from Sterling are set out in the Corporate Governance Overview Statement of the Company’s Annual Report 2025.</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>The Company has in place the Corporate Disclosure Policy and the Board recognises the importance of maintaining transparency and accountability to its stakeholders (including its shareholders and investors) and to timely disseminate material information of the Group's performance and any significant developments affecting the Group.</p> <p>The Group's corporate proposals, quarterly and annual financial results are announced on Bursa Securities on a timely basis, and corporate governance information such as Board Charter, Whistleblowing Policy and Procedures, Directors and Senior Management's Remuneration Policy, TOR of AC, NC, RC and RMC, and other corporate policies are available for public access on the Company's website at www.khj-my.com.</p> <p>The Annual General Meeting ("AGM") and Extraordinary General Meeting are the principal forums for dialogue with public shareholders. Shareholders may enquire about the resolutions being proposed at the meeting and the financial performance and business operations in general during the open questions and answers session.</p> <p>The Group's website at www.khj-my.com serves as a vital communication channel for investors, shareholders, business partners and clients to access corporate information, news and events related to the Group. The website is updated periodically to reflect the developments within the Group.</p> <p>The Board has also identified Mr. Pang Kim Hin and Mr. Hew Moh Yung to address any valid and appropriate issues raised by shareholders at corporate@khj-my.com. The Chairman of the Board, MD and Senior Independent Non-Executive Director will meet with analysts, institutional shareholders and investors on an ad-hoc basis.</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 12.2

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

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

Intended Outcome

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

Practice 13.1

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Notice of the forthcoming 45th AGM will be despatched to all shareholders at least 28 days prior to the meeting, which will outline the resolutions to be tabled during the meeting. The Notice will be accompanied with explanatory notes and background information where applicable to provide clarity on the matters that will be decided at the 45th AGM.</p> <p>In order to achieve the widest possible dissemination, the Notice of 45th AGM will be published in a nationally circulated newspaper alongside an announcement on the website of Bursa Securities and on the Company's website at www.khj-my.com.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>All the six (6) Directors will endeavour to attend the forthcoming 45th AGM and engage directly with the shareholders and will be accountable for their stewardship of the Company.</p> <p>Amongst them will be the Chairman of the AC, RC, NC and RMC respectively to provide meaningful response to questions that will be addressed to them.</p> <p>The Directors, Senior Management, External Auditors and Officers of the Company will also respond to any queries from the 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

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	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	<p>The 44th AGM of the Company was conducted physically at Room 3, 18th Floor, Tower 1, Faber Towers, Jalan Desa Bahagia, Taman Desa, 58100 Kuala Lumpur which is located within the vicinity of Klang Valley and is easily accessible by shareholders. Besides that, the number of registered shareholders physically attending the general meetings of the Company is considered small and manageable by the Company. Hence, electronic voting which would incur higher cost is not deemed practicable at this juncture.</p> <p>Currently, shareholders who are unable to attend and vote at the General Meetings of the Company are encouraged to submit the proxy form of the Company to the Share Registrar. Hence, this allows them to vote in absence.</p>	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	The Company would leverage on technology advancement when conducting General Meetings in the future when the number of shareholders increases.	
Timeframe	:	Others	To implement only when the number of shareholders increase significantly.

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 Chairman of the Board ensures shareholders have the opportunity to participate in the meetings effectively.</p> <p>In order to enhance the efficiency of the proceedings of the general meeting, the shareholders may submit questions to the Company before the commencement of the general meeting.</p> <p>During the 44th AGM, the shareholders were then provided with the opportunity to pose questions including but not limited to the financial performance, non-financial performance and strategies of the Company but there were no questions raised from 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

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	:	Not applicable as the 44 th AGM of the Company was conducted physically at Room 3, 18th Floor, Tower 1, Faber Towers, Jalan Desa Bahagia, Taman Desa, 58100 Kuala Lumpur.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 13.6

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

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
Application	: Applied
Explanation on application of the practice	: The Company published the complete Minutes of 44 th AGM detailing the meeting proceedings on the Company's website at www.khj-my.com no later than 30 business days after the convening of the 44 th AGM.
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	:

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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