

CORPORATE GOVERNANCE REPORT

STOCK CODE : 6807
COMPANY NAME : PUNCAK NIAGA HOLDINGS BERHAD
FINANCIAL YEAR : December 31, 2025

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES 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	:	<p>The Board is responsible for the stewardship of Puncak Niaga Holdings Berhad ("Puncak Niaga" or "the Company") and in discharging its obligations. The key responsibilities of the Board amongst others, includes providing leadership and vision to the Company that enhances shareholder value and also ensures long-term sustainable development and growth of the Company, reviewing and adopting a strategic plan for the Company, overseeing the conduct of the Company's businesses and ensuring the appropriate corporate disclosure policies and procedures, identifying principal risks and ensuring the implementation of appropriate internal controls and mitigation measures and establishing a sound framework to manage risks and to prevent fraud, retaining full and effective control over the Company, and monitor the Management in implementing the Board's plans and strategies including the financial and non-financial performance measurements and succession planning.</p> <p>The Company's Core Values, Vision and Mission are adopted across the Group to promote and implement good corporate culture within the Company and Group which reinforces ethical, prudent and professional behaviour.</p> <p>With the adoption of the Board Charter, the Board members, whether acting in their individual capacities or as a whole, share the common objective of ensuring that the Vision and Mission of the Company are achieved and the Group meets its responsibilities to its shareholders.</p>
Explanation for departure	:	

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

Measure :		
Timeframe :		

Intended Outcome

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

Practice 1.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Executive Chairman is responsible for the leadership of the Board in ensuring the effectiveness of all aspects of its roles. The roles of the Executive Chairman as detailed in Paragraph 4.5 of the Board Charter are distinct and separate from those of the Managing Director.</p> <p>The Board Charter of the Company is posted at the Investor Relations link – Corporate Governance at the Company's corporate website at www.puncakniaga.com.my.</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>As at 31 December 2025, the positions of the Executive Chairman and the Managing Director are held by two (2) individuals, namely, YBhg Tan Sri Rozali bin Ismail and Encik Azlan Shah bin Tan Sri Rozali.</p> <p>The roles of the Executive Chairman are set out in Paragraph 4.5 of the Board Charter whereas the roles of the Managing Director are set out in Paragraph 4.6 of the Board Charter. The Board Charter of the Company is posted at the Investor Relations link – Corporate Governance at the Company's corporate website at www.puncakniaga.com.my.</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 Executive Chairman of the Company, YBhg Tan Sri Rozali bin Ismail is not a member of the Audit Committee, Nomination Committee or Remuneration Committee. Neither does he attend any of these Committees' Meetings.
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

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

Practice 1.5

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Company Secretary is responsible for advising the Board on regulatory compliance matters and providing good information flow and comprehensive practical support to Directors, both as individuals and collectively, with particular emphasis on supporting the Independent Non-Executive Directors (“INEDs”) in maintaining the highest standards of probity and corporate governance. The Company Secretary is also responsible for ensuring the Group’s compliance with the relevant statutory and regulatory requirements.</p> <p>All Directors have full and unrestricted access to the advice and services of the Company Secretary to facilitate the discharge of their duties.</p> <p>The Company Secretary of Puncak Niaga is qualified to act under Section 235(2) of the Companies Act, 2016 and is an Associate (Chartered Secretary and Chartered Governance Professional) of the Malaysian Institute of Chartered Secretaries and Administrators (“MAICSA”).</p> <p>The roles, duties and responsibilities of the Company Secretary is as detailed in Paragraph 15 of the Board Charter. The Board Charter of the Company is posted at the Investor Relations link – Corporate Governance at the Company's corporate website at www.puncakniaga.com.my.</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 annual meeting calendar is prepared and circulated in advance of each new calendar year by the Company Secretary to facilitate the Directors' time planning. The calendar provides the Directors with the scheduled dates for meetings of the Board, Board Committees and the Annual General Meeting, as well as the closed periods for dealings in securities by the Directors based on the scheduled dates of announcements of the Group's quarterly results.</p> <p>The Directors of the Company receive the meeting materials electronically, which are complete and accurate several days prior to the meeting and the minutes of meeting are circulated in a timely manner.</p> <p>Puncak Niaga adopts a paperless environment for all Board and Board Committee meetings, which enables digital access to meeting materials. Hence, the Directors and Committee members are able to access meeting materials and relevant information in a timely and efficient manner. Since March 2025, all Board Meetings' materials are uploaded onto a board meeting automation solution system, Convene which is accessible by the Directors via their personal tablets several days before the Board Meetings to facilitate the Directors to peruse the Meeting materials and to review the issues to be deliberated at the Board Meetings before the meeting date.</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 Company's Board Charter provides guidance on how business is to be conducted in line with international best practices and standards of good corporate governance.</p> <p>The Board Charter sets out the Board's strategic intent and the specific roles and responsibilities to be discharged by the Board members collectively in discharging its fiduciary and leadership functions, the individual roles expected from the Executive Chairman, Managing Director, Executive Directors and INEDs, and the roles of the Board Committees.</p> <p>The Board Charter outlines the roles and responsibilities of the Board, the balance and composition of the Board, the Board's authorities, the establishment of the Board Committees, processes and procedures for convening Board meetings, declarations of conflict of interest, Matters Reserved for the Board, Management of Risks, Share Dealings by Members, Board Evaluation and Performance, the Board's relationship with Shareholders and the Company Secretary.</p> <p>The Board Charter of the Company is periodically reviewed and updated from time to time with the latest revision on 23 September 2021. The Board Charter of the Company is posted at the Investor Relations link – Corporate Governance at the Company's corporate website at www.puncakniaga.com.my.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 3.1

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

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

Application	: Applied
Explanation on application of the practice	<p>Puncak Niaga has separate Code of Conduct for the Board of Directors and employees of the Company. These Codes of Conduct are posted at the Investor Relations link – Corporate Governance at the Company's corporate website at www.puncakniaga.com.my.</p> <p>The Company's Anti Corruption Policy and Procedures, Whistleblowing Policy, Whistleblower Protection and Gift Policy are also posted at the Investor Relations link – Corporate Governance and Integrity link at the Company's corporate website at www.puncakniaga.com.my.</p> <p>Managing conflict of interest – Directors</p> <p>It is the practice of the Company to ensure the Board of Directors and Key Senior Management to make a declaration and to adheres to the procedures governing any conflict of interest ("COI"), potential COI and interest in competing business transacted by the Group or the Company, including where such interests arise through close family members, in line with various statutory requirements on the disclosure of Director's interest and as set out in the Board Charter and Directors' and Key Senior Management's Conflict of Interest Policy of the Company.</p> <p>Insider Trading</p> <p>In line with the Bursa Securities Listing Requirements and the relevant provisions of the Capital Markets & Services Act 2007, the Directors, Executive Committee ("EXCO") members and principal officers of the Group are prohibited from trading in securities or any kind of property based on price sensitive information and knowledge, which have not been publicly announced. Internal Memorandums on notice of closed period for trading in Puncak Niaga's shares are circulated to the Directors, EXCO Members and principal officers of the Group for each financial period/year.</p>

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

Intended Outcome

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

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

Practice 3.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board believes that the Company's Whistleblowing Policy which was established in 2013 and revised in 2019 and 2022 together with the Company's Whistleblower Protection and Gift Policy strengthen, support and demonstrate accountability, good risk management and sound corporate governance practices.</p> <p>The Whistleblowing Policy of the Company are posted at the Investor Relations link – Corporate Governance and also the Integrity link while the Whistleblower Protection and Gift Policy posted are on the Integrity link at the Company's corporate website at www.puncakniaga.com.my.</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>All Board members together with the Senior Management of the Company take responsibility for the governance of sustainability in the Company including setting the Company's sustainability strategies, priorities and targets. In this respect, the Board takes into account sustainability considerations when exercising its duties including, inter alia, the development and implementation of the Company's strategies, business plans, major plans of action and risk management.</p> <p>At the intervals of not more than one year, the Board shall together with the Management of the Company, continuously engage and consider the views of the Company's internal and external stakeholders to better understand and manage the Company's sustainability risks and opportunities and consider the integration of Environmental, Social and Governance ("ESG") risks and opportunities factors in the Board's investment decision-making process and the Board together with the Management of the Company be accountable for the management and oversight on sustainability matters including setting the targets, formulating the action plans to achieve the targets or to address any gaps within reasonable timelines, disseminate, educate and promote employee awareness and understanding of the Company's approach to sustainability within the Group to ensure continuous employee engagement to support the Company's actions on sustainability matters and issues across the Company and the Group.</p> <p>In September 2022, the Company established the ESG Sustainability Committee which is a cross-functional management committee led by the Managing Director of the Company to support the Board's leadership and oversight on the integration of sustainability considerations in the Company's corporate strategy, governance and decision making processes as sustainability and its underlying ESG issues become increasingly material to the Company's ability to create durable and sustainable value and maintain confidence of its stakeholders.</p>

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

Intended Outcome

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

Practice 4.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>At the apex of Puncak Niaga Group's corporate governance framework is the Board of Directors that has the ultimate oversight and responsibility of the risk management policies and structure as well as sustainability policies. The Company has established comprehensive framework and structure with clear lines of reporting and accountability with regards to the Company's sustainability strategies, priorities and targets as well as performance against these targets. Performance against these targets are communicated to the Company's internal and external stakeholders.</p> <p>Throughout the years, Puncak Niaga Group has maintained strong relationship of mutual trust with the entire ecosystem of stakeholders. In the bid to be inclusive and transparent with stakeholders, Puncak Niaga Group conducts regular stakeholder engagement sessions taking into account their feedback and concerns raised when developing sustainable strategies and in delivering its contractual obligations.</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 of Directors of the Company has formally approved and implemented a systematic risk management structure and process for the Group which clearly define the authority and accountability in implementing the framework to manage uncertainties in order to achieve Puncak Niaga Group's business objectives.</p> <p>In view of this, the Risk Management Scorecard Working Group Meeting is held quarterly basis whereby Puncak Niaga Group's Enterprise-Wide Risk Profile is deliberated taking into account Puncak Niaga Group's strategic business plan and existing business environments and business segments in which the Group operates including the ESG and sustainability issues relevant to the Group and its business risks and opportunities.</p> <p>In order to ensure the Board is kept abreast on sustainability issues, several training programmes had been arranged for the Board during the year as disclosed in pages 129 to 130 of 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

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

Practice 4.4

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Board Charter to address Practice 4.4 was adopted on 23 September 2021 and the Company will take these into consideration, going forward.	
		Please provide an alternative practice and explain how the alternative practice meets the intended outcome.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	To implement over the next 1-3 years.	
Timeframe	:	Others	1 – 3 years

Intended Outcome

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

Practice 4.5- Step Up

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

<i>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.</i>	
Application	: Adopted
Explanation on adoption of the practice	: <p>The Environmental, Social And Governance (“ESG”) Sustainability Committee was established on 1 September 2022 to support the Board’s leadership and oversight on the integration of sustainability considerations in Puncak Niaga’s corporate strategy, governance and decision making processes as sustainability and its underlying ESG issues become increasingly material to Puncak Niaga’s ability to create durable and sustainable value and maintain confidence of its stakeholders.</p> <p>The ESG Sustainability Committee is a cross-functional management committee chaired by the Managing Director and is an integral component of Puncak Niaga’s ESG and sustainability processes.</p> <p>The integration of ESG considerations and risks into the Group’s long-term strategy has been addressed in our enterprise risk management processes since 2022. During the financial year under review, the Group designated a Sustainability Officer to provide dedicated focus on sustainability-related matters. The Sustainability Officer is responsible for coordinating ESG initiatives, facilitating the implementation of sustainability-related action plans across departments, and supporting the reporting of ESG performance to the ESG Sustainability Committee and the Board. Although the function was previously undertaken by a Manager, the Sustainability Officer continues to discharge the role with dedicated focus and under the direct guidance of the Managing Director and the ESG Sustainability Committee, ensuring continued alignment with the Group’s ESG priorities and long-term strategic objectives.</p>

Intended Outcome

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

Practice 5.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Nomination Committee ("NC") annually reviews the overall composition of the Board in terms of the required mix of expertise, skills, tenure, knowledge and experience and other qualities, including core competencies and adequacy of balance between the Executive Directors and the Independent Non-Executive Directors.</p> <p>The Nomination Committee had reviewed and deliberated on the Evaluation of Board Effectiveness Forms for the year 2025 at the 55th Nomination Committee Meeting held on 10 February 2026 and had recommended the same to the Board of Directors of the Company for consideration at the 145th Board of Directors' Meeting held on 25 February 2026 wherein the Board had concluded the following findings:-</p> <ul style="list-style-type: none">• The Board of Puncak Niaga is a united Board with more than 71% INEDs (with 14% women Directors) comprising members who are individuals with the requisite qualities, diverse skills sets, experience, expertise, knowledge, competence and integrity to fully discharge their fiduciary duties and responsibilities as Directors of the Company and provide effective oversight on the Management of the Company.• The length of tenure of the INEDs as at 31 December 2025 range between 5 years 6 months to 8 years and 4 months which are below the maximum tenure limit of 9 years under Practice 5.3 of the MCG 2021.• The Company's Board as a collective Board has acted in the best interests of the Company. <p>The Nomination Committee and the Board had at their respective Meetings held on 10 February 2026 and 25 February 2026 assessed and concluded the following in respect of the Directors of the Company who shall retire at the forthcoming Twenty-Ninth ("29th") AGM of the Company and being eligible, had offered themselves for re-election:-</p> <p><u>Rule 100</u></p> <ol style="list-style-type: none">1. YBhg Dato' Sri Adenan bin Ab. Rahman2. Tuan Haji Noor Faiz bin Hassan

	<p>The Directors retiring under Rule 100 of the Company’s Constitution are recommended to be re-elected at the forthcoming 29th AGM of the Company since they have discharged their duties and responsibilities effectively as Directors of the Company as prescribed in Paragraph 2.20A of Bursa Securities’ MMLR, have met the requisite criteria and qualities under the Company’s Directors’ Fit and Proper Policy and have been able to contribute positively to the Board and the Company with active participation at the Board/Board Committees’ Meetings due to their vast experience and diverse skills set.</p> <p>YBhg Dato’ Sri Adenan bin Ab. Rahman and Tuan Haji Noor Faiz bin Hassan have given their confirmation that they have met the criteria of Independent Director under Chapter 1 of Bursa Securities’ MMLR and indicated their willingness to continue in office as Independent Non-Executive Directors (“INEDs”) of the Company as evidenced in their 2025 Independent Director Evaluation Forms. They have effectively discharged their duties as INEDs of the Company.</p>	
Explanation for departure		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure		
Timeframe		

Intended Outcome

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>As at 31 December 2025, Puncak Niaga’s INEDs comprise 71% of the Board which is above the threshold recommended under the Malaysian Code of Corporate Governance 2022. This enables the necessary checks and balances on the decision-making process of the Board.</p> <p>Our Directors hold integrity at the highest level and possess extensive experience to provide unbiased and independent views to the Board. They consistently challenge the Management and the Board in an effective and constructive manner and therefore are able to function as a check and balance forming justified opinions to the Board. The Executive Chairman also encourages healthy debates on important issues and promotes active participation among the Board members at the Board Meeting and Board Committees’ Meetings.</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	:	Not applicable - Step Up 5.4 adopted	
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

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	: Adopted
Explanation on adoption of the practice	: The Board Charter of Company was revised on 23 September 2021 whereby Paragraph 5.13 stipulates that an INED shall serve the Board for a cumulative term of nine (9) years only without further extension. The Board Charter of the Company is posted at the Investor Relations link – Corporate Governance at the Company's corporate website at www.puncakniaga.com.my . The tenure of all 5 INEDs of the Company is between 5 years to 8 years as disclosed in pages 115 to 119, 126, 134 and 136 of the Annual Report 2025.

Intended Outcome

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

Practice 5.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Group is helmed by an effective and experienced Board and Senior Management comprising individuals of calibre and credibility with the necessary skills and experience from a diverse blend of professional backgrounds.</p> <p>Each Board member and Senior Management is fully aware of his/her fiduciary duties and responsibilities and the duty to exercise due care, skill and diligence as Directors and Senior Management of the Company.</p> <p>Board Membership Criteria</p> <p>In reviewing and recommending to the Board any new Director appointments, the Nomination Committee considers the requisite mix of skills, character, knowledge, expertise, experience, gender, age, cultural, education and socioeconomic background, professionalism, integrity, capabilities, time commitment, composition requirements for the Board and Board Committees and other relevant factors in relation to the appointment of a new Director and they must also meet the Company's Directors' Fit and Proper Policy which has been adopted by the Company since 1 June 2022 and is posted at the Company's corporate website at www.puncakniaga.com.my.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

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

Practice 5.6

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>In searching for suitable candidates for appointment to the Board, the NC may receive suggestions from the existing Board members, Management and major shareholders. The NC is also open to referrals from external sources.</p> <p>The Terms of Reference of the NC ("TOR NC") allows the utilisation of independent resources to identify suitably qualified candidates for appointment of Directors other than solely relying on recommendations from the existing Board members, Management or major shareholders.</p> <p>The latest revision of the TOR NC of the Company was on 23 September 2021.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.7

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Nomination Committee (“NC”) and the Board had at their respective Meetings held on 10 February 2026 and 25 February 2026 assessed the eligibility of the following Directors to be re-elected as Directors of the Company at the 29th AGM based on the Summary on Evaluation of Board Effectiveness for 2025 as disclosed in page 135 of the Company’s Annual Report 2025 as follows:-</p> <p><u>Rule 100</u></p> <ol style="list-style-type: none">1. YBhg Dato’ Sri Adenan bin Ab. Rahman2. Tuan Haji Noor Faiz bin Hassan <p>The Directors retiring under Rule 100 of the Company’s Constitution are recommended to be re-elected at the forthcoming 29th AGM of the Company since they have discharged their duties and responsibilities effectively as Directors of the Company as prescribed in Paragraph 2.20A of Bursa Securities’ MMLR, have met the requisite criteria and qualities under the Company’s Directors’ Fit and Proper Policy and have been able to contribute positively to the Board and the Company with active participation at the Board/Board Committees’ Meetings due to their vast experience and diverse skills set.</p> <p>YBhg Dato’ Sri Adenan bin Ab. Rahman and Tuan Haji Noor Faiz bin Hassan have given their confirmation that they have met the criteria of Independent Director under Chapter 1 of Bursa Securities’ MMLR and indicated their willingness to continue in office as Independent Non-Executive Directors (“INEDs”) of the Company as evidenced in their 2025 Independent Director Evaluation Forms. They have effectively discharged their duties as INEDs of the Company.</p>
Explanation for departure	:	

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

Measure :		
Timeframe :		

Intended Outcome

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 Chairman of the Nomination Committee (“NC”) of the Company is YBhg Prof Emeritus Datuk Dr Marimuthu a/l Nadason, an Independent Non-Executive Director of the Company.</p> <p>All members of the NC of the Company are INEDs of the Company, as set out in the Terms of Reference (“TOR”) of the NC.</p> <p>The latest TOR of the NC as at 23 September 2021 is posted at the Investor Relations link – Corporate Governance at the Company's corporate website at www.puncakniaga.com.my.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.9

The board comprises at least 30% women directors.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	As at 31 December 2025, the Board of the Company comprise 14% women Directors. The Company will endeavour to achieve at least 30% women Directors on the Board of the Company within the next 1 year.
	:	The Company and Group have a Board Diversity Policy and Diversity Policy in place as set out in pages 158 and 159 of the Company's Annual Report 2025. The policies are also posted at the Company's corporate website at www.puncakniaga.com.my . The Company has successfully nurtured a diverse base of employees and Management teams across the Group, along with a diverse Board of Directors and the breakdown of the Company's/Group's workforce including by gender are disclosed in page 81, 82, 83 and 134 of the Company's Annual Report 2025.
<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.

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 Diversity Policy and Diversity Policy are disclosed on pages 134 of the Company's Annual Report 2025. The Board Diversity Policy and Diversity Policy are also posted at the Investor Relations link – Corporate Governance at the Company's corporate website at www.puncakniaga.com.my .	
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 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 Nomination Committee and the Board have, with the assistance of the Company Secretary, conducted an annual peer evaluation of the Board's effectiveness by completing the Form of Evaluation of Board Effectiveness.</p> <p>From the evaluation, the Board had concluded the following:-</p> <ul style="list-style-type: none"> • The Board of Puncak Niaga is a united Board with more than 71% INEDs (with 14% women Directors) comprising members who are individuals with the requisite qualities, diverse skills sets, experience, expertise, knowledge, competence and integrity to fully discharge their fiduciary duties and responsibilities as Directors of the Company and provide effective oversight on the Management of the Company. • The length of tenure of the INEDs as at 31 December 2025 range between 5 years to 8 years which are below the maximum tenure limit of 9 years under Practice 5.3 of the MCCG 2021. • The Company's Board as a collective Board has acted in the best interests of the Company.
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	

Measure	:		
Timeframe	:		

Intended Outcome

The 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	:	In August 2018, the Board established and approved the Directors' Remuneration Policy for the Company and Group. The said policy was revised on 23 September 2021 and is available on the Company's corporate website at www.puncakniaga.com.my .
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 7.2

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Company has a Remuneration Committee comprising wholly of INEDs of the Company.</p> <p>The Remuneration Committee annually reviews the remuneration packages for each individual Executive Director such that the levels of remuneration are sufficient to attract and retain the Directors needed to run the Company successfully and aligned to the business strategy and long-term objectives of the Company.</p> <p>The Terms of Reference of the Remuneration Committee of the Company was updated on 23 September 2021 and is available on the Company's corporate website at www.puncakniaga.com.my.</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

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 details of the remuneration received by the individual Directors of the Company are set out as follows:-

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	Tan Sri Rozali bin Ismail	Executive Director	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	2,422	Input info here	65	Input info here	2,487
2	Azlan Shah bin Tan Sri Rozali	Executive Director	Input info here	Input info here	Input info here	Input info here	27	Input info here	27	Input info here	Input info here	456	Input info here	27	Input info here	483
3	Dato' Sri Adenan bin Ab. Rahman	Independent Director	Input info here	132	Input info here	Input info here	4	Input info here	136	Input info here	132	Input info here	Input info here	4	Input info here	136
4	Prof Emeritus Datuk Dr Marimuthu a/l Nadason	Independent Director	Input info here	100	Input info here	Input info here	4	Input info here	104	Input info here	100	Input info here	Input info here	4	Input info here	104
5	Tengku Loreta binti Tengku Dato' Setia Ramli Alhaj	Independent Director	Input info here	92	Input info here	Input info here	5	Input info here	97	Input info here	92	Input info here	Input info here	5	Input info here	97
6	Tuan Haji Noor Faiz bin Hassan	Independent Director	Input info here	92	Input info here	Input info here	Input info here	Input info here	92	Input info here	92	Input info here	Input info here	Input info here	Input info here	92
7	Datuk LSr Haji Johari bin Wahab	Independent Director	Input info here	92	Input info here	Input info here	4	Input info here	96	Input info here	92	Input info here	Input info here	4	Input info here	96
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

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 are of the view that disclosure on a named basis of the top five (5) Senior Management's remuneration components in bands of RM50,000 as being disadvantageous to the Group given the competitiveness for talent in the industries due to confidentiality of remuneration packages.</p> <p>As an alternative to the recommended practice and in order to achieve the intended outcome, the Board has opted to disclose the remuneration of Key Management Personnel paid for the FYE 31 December 2025 on a group basis in Note 34B of the Company's Audited Financial Statements in page 282 of the Company's Annual Report 2025.</p>	
		Please provide an alternative practice and explain how the alternative practice meets the intended outcome.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	The Board will continuously monitor the matter and consider the appropriateness of the disclosure.	
Timeframe	:	Others	Please specify number of years.

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	:	YBhg Dato' Sri Adenan bin Ab. Rahman, an INED of the Company since 1 December 2017 who is also the Chairman of the Company's Remuneration Committee was appointed as the Chairman of the Audit Committee and Chairman of the Compliance, Internal Control and Risk Policy Committee of the Company on 9 July 2020. The Chairman of Audit Committee is not the Chairman of the Company.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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	:	As at to date, no former key audit partner has been appointed as a member of the Audit Committee of the Company. The Terms of Reference of the Audit Committee of the Company which was revised on 23 September 2021 stipulates that "No former key audit partner of Puncak Niaga Holdings Berhad shall be appointed as a member of the Audit Committee before observing a cooling-off period of at least 3 years" and is available on the Company's corporate website at www.puncakniaga.com.my .
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>In March 2017, the Board established and approved the Policy and Procedures on assessment of the External Auditors with the objective to outline the guidelines for the Company to assess and review the External Auditors. The assessment covers seven (7) key areas which are Calibre of External Auditors, Quality Processes/Performance, Audit Team, Independence, Objectivity and Professionalism, Audit Scope and Planning, Audit Fees and Audit Communications.</p> <p>The Audit Committee, with the assistance of the Finance Division of the Company, conducted the assessment and recommended to the Board to re-appoint the External Auditors, Grant Thornton Malaysia PLT at the 143rd Audit Committee Meeting of the Company held on 31 March 2026.</p> <p>The Board had at the 146th Board of Directors' Meeting held on 31 March 2026 approved the Audit Committee's recommendation on the re-appointment of Grant Thornton Malaysia PLT as the External Auditors of the Company for the current financial year ending 31 December 2026 and to authorise the Directors of the Company to fix their remuneration.</p> <p>The shareholders' approval is being sought under Ordinary Resolution 4 of the Notice of the 29th AGM of the Company.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted																		
Explanation on adoption of the practice	:	<p>The Audit Committee of Puncak Niaga comprises wholly of the Independent Non-Executive Directors ("INEDs") of the Company.</p> <p>For the year under review, the composition of the Audit Committee was as follows:-</p> <table border="1"> <thead> <tr> <th>No.</th> <th>Name of INEDs</th> <th>Designation</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>YBhg Dato' Sri Adenan bin Ab. Rahman</td> <td>Independent Non-Executive Director/Chairman</td> </tr> <tr> <td>2.</td> <td>YBhg Prof Emeritus Datuk Dr Marimuthu a/l Nadason</td> <td>Independent Non-Executive Director/Chairman</td> </tr> <tr> <td>3.</td> <td>YBhg Datuk LSr Haji Johari bin Wahab</td> <td>Independent Non-Executive Director/Chairman</td> </tr> <tr> <td>4.</td> <td>YM Tengku Loreta binti Tengku Dato' Setia Ramli Alhaj</td> <td>Independent Non-Executive Director/Chairman</td> </tr> <tr> <td>5.</td> <td>Tuan Haji Noor Faiz bin Hassan</td> <td>Independent Non-Executive Director/Chairman</td> </tr> </tbody> </table>	No.	Name of INEDs	Designation	1.	YBhg Dato' Sri Adenan bin Ab. Rahman	Independent Non-Executive Director/Chairman	2.	YBhg Prof Emeritus Datuk Dr Marimuthu a/l Nadason	Independent Non-Executive Director/Chairman	3.	YBhg Datuk LSr Haji Johari bin Wahab	Independent Non-Executive Director/Chairman	4.	YM Tengku Loreta binti Tengku Dato' Setia Ramli Alhaj	Independent Non-Executive Director/Chairman	5.	Tuan Haji Noor Faiz bin Hassan	Independent Non-Executive Director/Chairman
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1.	YBhg Dato' Sri Adenan bin Ab. Rahman	Independent Non-Executive Director/Chairman																		
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5.	Tuan Haji Noor Faiz bin Hassan	Independent Non-Executive Director/Chairman																		

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 Terms of Reference of the Audit Committee of the Company ("TOR of the AC") stipulates that the members of the Audit Committee shall possess sound judgment, objectivity, management experience and knowledge of the various business segments of the Group. All members of the Audit Committee are financially literate and have carried out their duties in accordance with the TOR of the AC.</p> <p>Based on the Audit Committee Effectiveness for Year 2025 assessment, the Board is satisfied with the Audit Committee's performance as its Chairman and members possess the necessary knowledge, experience, expertise and skills which contributed to the overall effectiveness of the Audit Committee.</p> <p>Continuous Education</p> <p>The members of the Audit Committee had undertaken continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.</p> <p>The external auditors of the Company will brief and update the Audit Committee on the financial reporting standards at the Audit Committee Meetings accordingly.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

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>Risk Management is fully embedded in the Group's management system and is every employee's responsibility. The Board of Puncak Niaga has formally approved and implemented a systematic risk management structure and process for the Group which clearly defines the authority and accountability in implementing the framework. The risk management model is aligned to ISO 31000 Risk Management – Principle and Guideline standard of Puncak Niaga contained in the Risk Management Manual which has been approved by the Executive Committee and used as a framework in Risk Management training conducted for the Senior Management of Puncak Niaga Group.</p> <p>The Board of Puncak Niaga had approved the Group's Risk Management Policy in 2001.</p> <p>The Statement on Risk Management and Internal Control which has been reviewed by the external auditors as set out in pages 146 to 152 in the Annual Report 2025 provides an overview of the state of risk management and internal control within Puncak Niaga Group as governed by the Risk Management Framework.</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 key features of Puncak Niaga Group's risk management process are:</p> <ul style="list-style-type: none">• Puncak Niaga Group utilises a risk management tool, namely, the Q-Radar Corporate Risk Scorecard ("CRS") software to identify, measure and manage all risks affecting Puncak Niaga Group. The software is web-based and allows the authorised users to monitor their respective risks online from any location.• Each key business unit/project/support service/company has its own Risk Scorecard and an assigned Risk Scorecard Owner, who is primarily responsible for identifying the risks and assessing the probability and impact of their occurrence as well as the effectiveness of controls/mitigating measures to determine the residual risks known as nett score in the Risk Scorecard. The risk and control owners are also identified to assign responsibility and ensure accountability.• The Group's Risk Scorecards are reviewed on a quarterly basis by the respective Risk Scorecard Owners to ensure that the Group's risk profile and controls are updated based on the latest business environment and risk positions• In tandem with the quarterly reviews, the Risk Scorecard Owners are also required to submit their respective assurances that in relation to the risk management process:<ul style="list-style-type: none">- the risks, controls and management action plans in the Corporate Risk Scorecard are accurate and complete;- where the risk exposure is considered acceptable, the Risk Scorecard Owners have documented and validated that control activities are in place and are effective; and- where an individual risk has been evaluated as unacceptable, the management action plans have been formulated and individuals have been identified as owners with the accompanying due dates to address the risks.

	<ul style="list-style-type: none"> • The Risk Management Section analyses and consolidates the Risk Scorecard reports submitted for the deliberation of the CICR at the quarterly meetings of the CICR. • The CICR reviews and deliberates on the reports submitted and focuses on changes in the consolidated residual risk profile, new areas for risk identification and the key controls implemented by the Management to mitigate significant risks which affect the Group. The CICR also provides feedback to the Risk Scorecard Owners and/or moderates the risk profile prior to submitting the report to the Board on a quarterly basis. The key activities of the CICR are detailed on page 148 of the Company’s Annual Report 2025. • The Enterprise Wide Risk profile of Puncak Niaga Group, which was deliberated by the Risk Management Scorecard Working Group (“RMSWG”) is also reviewed on an annual basis at the beginning of each calendar year by the CICR. <p>The internal control system implemented in Puncak Niaga Group is driven by five (5) key elements which are the control environment, risk assessment, control activities, information and communication and monitoring.</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 composition of the Compliance, Internal Control and Risk Policy Committee ("CICR") comprises wholly of the Independent Non-Executive Directors of the Company as follows:</p> <table border="1"><thead><tr><th>No.</th><th>Name of INEDs</th><th>Designation</th></tr></thead><tbody><tr><td>1.</td><td>YBhg Dato' Sri Adenan bin Ab. Rahman</td><td>Independent Non-Executive Director/Chairman</td></tr><tr><td>2.</td><td>Ybng Prof Emeritus Datuk Dr Marimuthu a/l Nadason</td><td>Independent Non-Executive Director/Member</td></tr><tr><td>3.</td><td>Ybng Datuk LSr Haji Johari bin Wahab</td><td>Independent Non-Executive Director/Member</td></tr><tr><td>4.</td><td>YM Tengku Loreta binti Tengku Dato' Setia Ramli Alhaj</td><td>Independent Non-Executive Director/Member</td></tr><tr><td>5.</td><td>Tuan Haji Noor Faiz bin Hassan</td><td>Independent Non-Executive Director/Member</td></tr></tbody></table>	No.	Name of INEDs	Designation	1.	YBhg Dato' Sri Adenan bin Ab. Rahman	Independent Non-Executive Director/Chairman	2.	Ybng Prof Emeritus Datuk Dr Marimuthu a/l Nadason	Independent Non-Executive Director/Member	3.	Ybng Datuk LSr Haji Johari bin Wahab	Independent Non-Executive Director/Member	4.	YM Tengku Loreta binti Tengku Dato' Setia Ramli Alhaj	Independent Non-Executive Director/Member	5.	Tuan Haji Noor Faiz bin Hassan	Independent Non-Executive Director/Member
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5.	Tuan Haji Noor Faiz bin Hassan	Independent Non-Executive Director/Member																		

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 Audit Committee maintains a transparent relationship and close engagement with the internal audit function. In relation to internal audit activities for the year under review:</p> <ul style="list-style-type: none">• Reviewed the competency, resources and assessed the performance of the Internal Audit Department for the year 2025 and approved the 2026 Annual Internal Audit Plan at the 141st Meeting of the Audit Committee held on 26 November 2025. The Internal Audit Department is manned by competent professionals from auditing, plantation, construction management and risk management disciplines with the requisite work experience and internal audit experiences.• Reviewed the Internal Audit reports, which highlighted the audit issues, recommendations and the Management’s responses and directed for follow up actions to be taken by the Management to rectify and improve on the weaknesses/shortcomings identified in the Internal Audit Reports.• For the critical areas, the Audit Committee invited the relevant Heads of Divisions and/or the Managing Directors and/or the Executive Directors of the operating subsidiaries and/or the relevant Heads of Departments to attend the Audit Committee Meeting.• Monitored the implementation of recommendations made by the Internal Audit Department arising from its audits in order to obtain assurances that all key risks and control concerns have been fully addressed.• Reviewed the status of audit assignments reported by the Internal Audit Department at each Audit Committee Meeting to ensure that the progress is in line with the approved 2025 Audit Plan.• Reviewed the Annual Statement of Assurance on Company’s Sustainability Statement for the financial year ended 31 December 2025.

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

Intended Outcome

Companies 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>During the financial year, there were changes in the leadership of the Internal Audit Department. From 2 September 2024 to 27 July 2025, the Internal Audit Department was headed by the Assistant Manager, Encik Ahmad Zakwan Ahzahar, who has over twelve (12) years of professional experience in auditing, risk management and engineering across various industries, including construction, facilities maintenance, regulatory bodies and hospital management.</p> <p>Following the resignation of Encik Ahmad Zakwan Ahzahar, the Internal Audit function was temporarily overseen by the Assistant Manager, Risk Management, Encik A. Samad Bin A. Hamid from 12 August 2025 until the position was filled.</p> <p>Subsequently, Puan Rahimahtul Akmam binti Hassan was appointed as Manager, Internal Audit & Integrity and assumed the role of Head of the Internal Audit Department effective 12 November 2025. She has eighteen (18) years of professional experience in accounting, risk management and internal auditing.</p> <p>Currently, the Internal Audit Department has a total of two (2) Internal Auditors including the Head of Internal Audit Department. The Internal Auditors have completed at least nine (9) man-days of training in 2025 which consist of relevant professional institution training, seminars and on-the-job training including industry related training. All internal auditors have signed the declaration that they were and have been independent, objective and in compliance with the Code of Ethics of the Institute of Internal Auditors in carrying out their duties for the financial year under review.</p> <p>The total cost incurred by the Internal Audit Department in relation to the conduct of the internal audit functions of Puncak Niaga Group during the financial year ended 31 December 2025 was approximately RM190,755.00.</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 Board acknowledges the need for the Company's shareholders and investors to be informed of all material business and corporate developments concerning the Group in a timely manner. In addition to various announcements made during the year, the timely release of the Group's consolidated financial results on quarterly basis provides the shareholders and investors with an overview of the Group's financial and operational performances.</p> <p>The Company maintains regular and effective communication with its shareholders and stakeholders, attend to shareholders' and investors' e-mails and phone calls enquiries and during the Company's General Meetings and other events. The Notice for the Company's AGM contains relevant information including the shareholders' rights to demand for a poll vote to enable them to exercise their rights.</p> <p>The Notice for the Company's 29th AGM is posted at the Investor Relations link - Annual Report 2025 at the Company's corporate website, www.puncakniaga.com.my.</p> <p>The Annual Report of Puncak Niaga which is produced in line with best corporate governance practices also serves as a key channel of communication with various stakeholders. Information on the Group is also accessible via the Company's corporate website, www.puncakniaga.com.my.</p> <p>The Company's Investor Relations Policy & Report is posted at the Investor Relations link - Corporate Governance at the Company's corporate website, www.puncakniaga.com.my.</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	:	Applied	
Explanation on application of the practice	:	Puncak Niaga's Annual Report is aimed at a broad audience of stakeholders, including employees, local communities, non-governmental organisations ("NGOs"), customers and the government. Our disclosure is consistent with the Core Option of the Global Reporting Initiative ("GRI") G4 Sustainability Reporting Guidelines.	
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	:	The Notice of the 29 th AGM of Puncak Niaga is issued on 30 April 2026 with 28 clear days' notice period.	
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>The Board remains committed to attending the Company’s general meetings. All Directors were present at the 28th Annual General Meeting (“AGM”) held on 4 June 2025, with the exception of YBhg Tan Sri Rozali bin Ismail, who was unable to attend due to health reasons.</p> <p>The Senior Management of the Company and the Group are also present at the general meeting of the Company to answer any questions raised on matters of the Company and the Group, if directed by the Chairman during the general meeting, if necessary.</p> <p>The Chairman of the respective Board Committees have also availed themselves to the shareholders at the Annual General Meetings of the Company to answer queries on matters that fall under their purview, if any.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 13.3

Listed companies should leverage technology to facilitate–

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board provides the necessary infrastructure and tools for physical or hybrid general meetings to ensure smooth proceedings, clear broadcasting, and meaningful engagement between leadership and shareholders.</p> <p>The Company's 28th AGM held on 4 June 2025 was conducted physically at Concorde I, Level 2, Concorde Hotel Shah Alam, No. 3, Jalan Tengku Ampuan Zabedah C9/C, 40100 Shah Alam, Selangor Darul Ehsan. All resolutions were voted on by poll by the shareholders via Tricor e-Vote application provided by Tricor Investor & Issuing House Services Sdn Bhd in accordance with the Securities Commission Malaysia's Guidance on the Conduct of General Meetings for Listed Issuers.</p> <p>At the 28th AGM of the Company, no substantive resolutions were put forth for the shareholders' approval, except for the routine resolutions pertaining to receiving the annual audited financial statements, re-appointment and re-election of Directors of the Company and re-appointment of Auditors of the Company. All resolutions were voted on by poll by the shareholders via Tricor e-Vote application provided by Tricor Investor & Issuing House Services Sdn Bhd and validated by the Independent Scrutineers, Coopers Professional Scrutineers Sdn Bhd.</p> <p>For year 2026, the resolutions set out in the notice of the Company's 29th AGM will also be conducted via poll voting as mandated in Paragraph 8.29A of the MMLR of Bursa Securities. The Company has appointed Tricor Investor & Issuing House Services Sdn Bhd to conduct the poll voting electronically via Tricor e-Vote application and Coopers Professional Scrutineers Sdn Bhd as Independent Scrutineers to verify the poll results.</p>
Explanation for departure	:	

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

Measure :		
Timeframe :		

Intended Outcome

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 28th AGM of the Company held on 4 June 2025 was conducted physically at Concorde I, Level 2, Concorde Hotel Shah Alam, No. 3, Jalan Tengku Ampuan Zabedah C9/C, 40100 Shah Alam, Selangor Darul Ehsan. All resolutions were voted on by poll by the shareholders via Tricor e-Vote application provided by Tricor Investor & Issuing House Services Sdn Bhd and validated by the Independent Scrutineers, Coopers Professional Scrutineers Sdn Bhd.</p> <p>At the commencement of the Company's 28th AGM, YBhg Dato' Sri Adenan Bin Ab. Rahman, Independent Non-Executive Director acted as Chairman of the Meeting introduced the Board of Directors and Officers of the Company and the representatives of the Company's external Auditors, Grant Thornton Malaysia PLT to the shareholders.</p> <p>Encik Azlan Shah bin Tan Sri Rozali, the Managing Director of the Company and Madam Lim Mun Lee, the Executive Director Finance Division of the Company presented the Company Presentation on the operations and financial highlights of the Group to the shareholders.</p> <p>As in the Company's previous years' practice, the Company's reply to Minority Shareholders Watch Group ("MSWG") questions were read out at the 28th AGM and the Company's written reply was sent to MSWG and the Company's answers to all MSWG's questions were posted on the Company's corporate website at www.puncakniaga.com.my after the Meeting.</p> <p>All questions posted before the Meeting and questions raised on the day of the Meeting were addressed at the 28th AGM by the Chairman.</p> <p>The Minutes of the Company's 28th AGM together with all questions raised by the shareholders before and during the 28th AGM and answers by the Company was posted on the Company's corporate website at www.puncakniaga.com.my within 30 business days of the 28th AGM.</p>

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

Intended Outcome

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

Practice 13.5

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

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

Intended Outcome

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

Practice 13.6

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

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
Application	: Applied
Explanation on application of the practice	: The Minutes of the 28 th AGM together with all questions raised by the shareholders before and during the 28 th AGM and the answers by the Company was posted on the Company's corporate website at www.puncakniaga.com.my within 30 business days of the 28 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	:

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

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

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