

CORPORATE GOVERNANCE REPORT

STOCK CODE : 5622
COMPANY NAME : PIMPINAN EHSAN 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 accountable and responsible for leading and guiding the Company in an effective and responsible manner. The Board provides stewardship on the Company's values and standards through effective corporate governance that is based on transparency, integrity and honesty.</p> <p>The Board demonstrates its leadership in setting strategic directions, ensuring that necessary resources are in place for the Company to meet its objectives, review management performance, and taking into account the Company's risk appetite. It is the Board's responsibilities to ensure that the Company's strategies are aligned to the interests of our shareholders as well as the stakeholders.</p> <p>The Board is committed to high standard of corporate governance and strives to practise good governance as a fundamental part of discharging its responsibilities to enhance shareholders' value.</p> <p>Towards this, the Board has delegated specific responsibilities to the following Board Committees:-</p> <ul style="list-style-type: none"> (i) Audit and Risk Management Committee ("ARMC"), (ii) Nominating Committee ("NC"), (iii) Remuneration Committee ("RC"), and (iv) Sustainability Committee ("SC"). <p>The Board has ensured the integrity of the Company's financial and non-financial reporting after taking into consideration the guidance and advice provided by the Management and the ARMC. The ARMC is authorised to communicate with the external and internal auditors directly on the financial matters and internal audit function.</p> <p>To discharge its responsibilities effectively, the Board is guided by the Board Charter, whilst the Board committees are guided by its respective</p>

	Terms of Reference, and are accessible to the public for reference on the Company's website at www.pebhd.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

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

Practice 1.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Chairman of the Board is Mr Jonathan Law Ngee Song. He is responsible for leading the Board in setting the values and standards of the Company, as well as maintaining a relationship of trust with and between Management and Non-Executive Directors. In addition, the Chairman also ensures the provision of accurate, timely and clear information to the Directors to enable effective and informed decision making.</p> <p>The Chairman is also responsible to build confidence by demonstrating and adopting the highest standards of corporate governance practices and ensuring strict compliance to all relevant laws and regulations.</p> <p>The detailed roles of the Chairman are set out in the Board Charter and is accessible to the public for reference on the Company's website at www.pebhd.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>The roles and responsibilities of the Chairman (Mr Jonathan Law Ngee Song) and Executive Director (Mr Lim Beng Guan) are distinctively separated and are held by two different individuals. This distinction allows for a better understanding and distribution of jurisdictional responsibilities and accountabilities. The clear hierarchical structure with its focused approach facilitates efficiency and expedites decision-making.</p> <p>The role and responsibilities of the Chairman is as outlined in the explanation to Practice 1.2 of this report.</p> <p>The Executive Director is responsible for the overall day-to-day management of the business, organisational effectiveness and the implementation of the Company's strategies and policies.</p> <p>The detailed roles and responsibilities of the Chairman and the Executive Director are set out in the Board Charter, and is made available on the Company's website at www.pebhd.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 Chairman of the Board, Mr Jonathan Law Ngee Song is not a member of the Audit and Risk Management Committee, Nominating Committee, Remuneration Committee or Sustainability Committee of the Company and he does not participate in any Board Committees' meetings.
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

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 had engaged with two (2) qualified and competent external Company Secretaries, Ms Tan Bee Hwee and Ms Lim You Jing, where both of them are from Tricor Corporate Services Sdn. Bhd. and are members of the Malaysian Institute of Chartered Secretaries and Administrators.</p> <p>Mr Too Kok Thai is the Joint Company Secretary with the qualification from the Malaysian Institute of Accountants.</p> <p>The Company Secretaries play an advisory role to the Board, particularly with regard to the Constitution of the Company, Board policies and procedures and the Company's compliance with regulatory requirements, codes, guidance and legislation.</p> <p>The Company Secretaries attended the Board and Board Committees' meetings and ensures that such meetings are appropriately convened, and that accurate and proper records of the proceedings and resolutions passed are taken and maintained at the registered office of the Company.</p> <p>All Board members have unrestricted access to the advice and services of the Company Secretaries for the purpose of the Board's affairs and the Company's business.</p> <p>The functions of the Company Secretaries are set out in the Board Charter, which is available at the Company's website at www.pebhd.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

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>Notice of the Board and Board Committee meetings are given in writing at least five (5) business days prior to the meetings and the Company Secretaries ensure the circulation of the agenda and meeting materials in a timely manner.</p> <p>The Board papers of the Board and/or Board Committees meetings are sent to the Directors at least five (5) business days prior to the respective meeting. This enables the Directors to conduct proper deliberations on board issues and to discharge their responsibilities with reasonable due care, skills and diligence.</p> <p>The Board and/or Board Committees Papers comprise objective, background of the subject matter, issues, risks, recommendation and other relevant information for the Board and/or Board Committees to make an informed decision.</p> <p>The Board and/or Board Committees Papers also consist of minutes of the previous Board and/or Board Committees meeting, updates on the business activity, summary of Directors' dealings, Bursa announcements and written resolutions passed by the Directors since the last Board meeting.</p> <p>All pertinent issues discussed at the Board meetings in arriving at the decisions and conclusions are properly recorded by the Company Secretaries. The minutes of meetings of Board and Board Committees are circulated to all Directors.</p> <p>The minutes of meetings recorded the decisions, including key deliberations, rationale for each decision made and any concerns or dissenting issues. The Directors, either as a group or individually, may upon obtaining prior Board's approval, seek independent advice, where necessary, at the Company's expenses on any matters in relation to the discharge of their duties.</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

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 Charter sets out the respective authority and responsibilities of the Board, Board Committees and Directors and those matters expressly reserved to the Board and those delegated to Board Committees and Executive Management.</p> <p>The Board Charter would be periodically reviewed and updated as and when necessary to ensure that it remains relevant and consistent with the Board's objective, current law and best practices to enable the Board to discharge its responsibilities. The Board Charter is accessible to the public for reference on the Company's website at www.pebhd.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>PEB's directors and employees are required to uphold the highest standard of integrity in discharging their duties and in dealing with all stakeholders, as expressed in the Company's Code of Conduct.</p> <p>The Code of Conduct places significant importance in upholding the principle of discipline, ethical conduct, professionalism, integrity and transparency that are critical to the success and wellbeing of the Company.</p> <p>PEB's Code of Conduct is accessible to the public for reference on the Company's website at www.pebhd.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 3.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Company's Whistle-blowing Policy encapsulates the governance and standards required to promote an ethical, responsible and secure whistleblowing practice in the Company.</p> <p>The Whistle-blowing Policy provides an avenue for employees and members of the public to report any concerns or improper conduct committed or about to be committed in accordance with the procedures as provided under the policy, which is made available on the Company's website at www.pebhd.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	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	<p>The Board had established a Sustainability Committee on 28 April 2021 to support the Board on matters relating to the Company’s sustainability strategies, targets, performance and matters relating to Environmental, Social and Corporate Governance (ESG). The Sustainability Committee together with the Management ensure the integration of both business and sustainability priorities for the Company’s long-term success by identifying the sustainability opportunities and risks, establishing appropriate and suitable sustainability reporting framework and journey roadmap, appointing a Head of Sustainability and/or engaging consultants on formulating policies and procedures required for holistic sustainability programme. As the Company has no core business yet, the Sustainability Committee has not set any sustainability strategies, priorities and targets for the financial year.</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.2

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Company has yet to set any sustainability targets and the performance against these targets that are communicated to its internal and external stakeholders as the Company has no core business during the financial year under review.	
		Nevertheless, the Board has formed a Sustainability Committee (“SC”) and the SC would assist the Board to set sustainability targets, as part of the Company’s initiatives to adopt this practice. Details on the Company’s sustainability strategies, priorities and framework are set out in the Sustainability Statement in the Annual Report which is on the Company’s website at www.pebhd.com.my , for the understanding of our external stakeholders and employees in relation to the Company’s approaches in managing sustainability matters.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.3

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Sustainability Committee was established for the purpose of providing leadership, coordination and guidance to the Board for the integration of sustainability principles and practices throughout the Company's core activities. This has facilitated the Board to understand the relevant sustainability matters and to discharge their duties and responsibilities accordingly, with the advice and recommendation by the Sustainability Committee.</p> <p>The Company's commitment in sustainability matters was highlighted in the Sustainability Statement of the Annual Report 2025 which covers the Corporate Governance, Environmental and Social aspects, which includes the climate-related risks and opportunities.</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	:	The Nominating Committee was satisfied with the annual evaluation completed by the Board for financial year under review and was of the view that the performance of the Board in addressing the Company’s material suitability risks and opportunities is adequate and sufficient. The Board continues to carry out its duties on addressing such risks and opportunities with the support of the Sustainability Committee and consultants in its long-term strategy and business objectives. No evaluation was done on the senior management during the financial year under review as the Company has no core business.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.5- Step Up

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

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

Application	:	Adopted
Explanation on adoption of the practice	:	<p>The Board formed a Sustainability Committee (“SC”) to provide dedicated focus to manage the sustainability matters of the Company.</p> <p>The SC is led by Mr Lim Beng Guan and comprises Mr Boumhidi Abdelali and Ms Jas Bir Kaur A/P Lol Singh. The SC is responsible for materiality assessment and undertake the role of identifying, evaluating and monitoring the sustainability align with the Company’s vision, mission and corporate beliefs.</p> <p>The Chairman of SC is responsible in advising the Board on sustainability initiatives and developments related matters. He provides the overall direction, lead strategic decision making and review sustainability implementation and performance.</p> <p>The Company does not have senior management due to the Company has no core business yet.</p> <p>Meanwhile, the Company had appointed a Head of Sustainability and Compliance.</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 Terms of Reference ("TOR") of the Nominating Committee ("NC") has stipulated that the NC will review the tenure and performance of each director, where annual re-election of a director would be contingent on satisfactory evaluation of the director's performance and contribution to the Board.</p> <p>The TOR of NC is available on the Company's website at www.pebhd.com.my.</p> <p>The following Directors are subject to retirement pursuant to the Constitution of the Company at the 10th Annual General Meeting ("AGM") of the Company to be held on 30 June 2026:</p> <ol style="list-style-type: none">1. Dato' Jamelah Binti Jamaluddin2. Mr Boumhidi Abdelali3. Ms Yew Jian Li <p>The NC was of the view that the Directors had discharged their duties effectively and had provided valuable contribution to the Board and Board Committees in discharging their responsibilities respectively based on the justifications as disclosed in the explanatory notes of the Notice of AGM. With that, upon the recommendation of the NC, the Board resolved to recommend the re-election of abovementioned Directors at the 10th 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

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

Practice 5.2

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	<p>The Board currently has three (3) Independent Non-Executive Directors out of seven (7) Board members, which is equivalent to 43% of the composition of the Board namely:</p> <ul style="list-style-type: none"> i. Dato' Jamelah Binti Jamaluddin; ii. Ms Jas Bir Kaur A/P Lol Singh; and iii. Ms Teh Su-Ching. <p>The Board values independence greatly and recognises the important contributions that Independent Directors make to good corporate governance.</p> <p>However, all Directors, regardless of their independent status, are required to act in the best interests of the Company and to exercise unfettered and independent judgment.</p> <p>The Company is in compliance with the requirements of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad by having three (3) Independent Non-Executive Directors. Three (3) Independent Non-Executive Directors are sufficient for the time being as the Company has no business operations and is a cash company during the financial year under review.</p>	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.3

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.

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

Application	:	Adopted
Explanation on adoption of the practice	:	As stipulated in Clause 4 of the Company's Board Charter, the Company adopted a policy whereby the tenure of an Independent Non-Executive Director shall not exceed a cumulative term of nine (9) years. The Board Charter is accessible to the public for reference on the Company's website at www.pebhd.com.my .

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 Board acknowledges the importance of diversity in terms of skills, experience, age, gender, cultural background and ethnicity and recognises the benefits of diversity at leadership and employee level. Having a range of diversity dimensions, it brings different perspectives to the boardroom and to various levels of Management within the Group.</p> <p>The Nominating Committee (“NC”) is responsible for leading the process for the nomination of new Board appointments and making the necessary recommendations. In this respect, the roles of the NC are set out in its Terms of Reference, which is accessible to the public for reference on the Company’s website at www.pebhd.com.my.</p> <p>Ms Yew Jian Li’s appointment was based on objective criteria and merit, with due regard to diversity in skills, experience, age and cultural background.</p> <p>The NC and the Board do not set any target on gender, ethnicity or age diversity but endeavour to include any member who will improve the Board’s overall compositional balance.</p> <p>None of the Board members are persons linked directly to the executive powers such as heads of state, heads of government, ministers and active politician.</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>In identifying potential candidates for the appointment of Director, the Board, via the Nominating Committee (“NC”), will consider whatever sources it deems appropriate, including, but not limited to, referrals from existing Directors, recommendations from external advisor, or suggestions from shareholders.</p> <p>The NC’s responsibilities include performing requisite evaluation and assessment on the candidates’ ability to discharge their duties effectively and efficiently. The NC also ensures candidates possess the appropriate skills, core competencies, experience and integrity to discharge their roles as Director effectively.</p> <p>If the appointment of a new Independent Non-Executive Director is required, the Company will use independent sources to identify suitably qualified candidate. The detailed roles and responsibilities of the NC are set out in its Term of Reference which is available on the Company’s website at www.pebhd.com.my.</p> <p>Ms Yew Jian Li was appointed as a Board member during the financial year under review. Her appointment was based on her suitability, taking into consideration her qualifications, experience and expertise. She was formerly appointed as alternate director to Dato’ Yew Soon Keong on 30 April 2021 and subsequently resigned on 28 February 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	:		
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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 5.7

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 profiles of the Directors standing for re-election, namely Dato' Jamelah Binti Jamaluddin, Mr Boumhidi Abdelali and Ms Yew Jian Li, are set out on pages 8, 9 and 12 of the Annual Report 2025. The Board's statement supporting the Nominating Committee's recommendations for the proposed re-election of the Directors has been disclosed in the Explanatory Notes of the Notice of 10th Annual General Meeting ("AGM") of the Company to be held in 2026.</p> <p>The Statement accompanying the Notice of 10th AGM also includes the profiles of the retiring directors who are standing for re-election at the 10th AGM, and the Board's statement and justifications to support their re-election.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.8

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Nominating Committee (“NC”) is chaired by Dato’ Jamelah Binti Jamaluddin, who is an Independent Non-Executive Director.</p> <p>The Terms of Reference of the NC is available on the Company’s website at www.pebhd.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	:	Applied	
Explanation on application of the practice	:	The Board currently comprises of four (4) female directors, representing 57% of the Board's composition.	
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 5.10

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board had on 22 February 2022 adopted the Diversity and Inclusion Policy which outlines the Company's commitment to equality, diversity and inclusion.</p> <p>The policy is accessible on the Company's website at www.pebhd.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 form an opinion on the overall effectiveness of the board and individual directors.

Practice 6.1

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

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

Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board, via the Nominating Committee (“NC”), with the assistance of the Company Secretaries, conducted an annual evaluation on the Board and Board Committees for the financial year ended 31 December 2025, using the criteria as set out in the following evaluation forms:</p> <ol style="list-style-type: none">1. Board Assessment Form<ul style="list-style-type: none">- Assess the Board Structure/Membership- Ability to demonstrate a high level of professionalism and integrity in the decision making process- Evaluating sustainability matters, opportunities and issues2. Board Committee’s Assessment Form<ul style="list-style-type: none">- Quality and composition- Meeting administration and conduct- Ability to communicate and discuss effectively in decision making3. Board Skills Matrix Form<ul style="list-style-type: none">- Assess the composition, knowledge, skills, expertise and experience of the Board4. Individual Director Self and Peer Evaluation Form<ul style="list-style-type: none">- Contribution to interaction- Quality of input- Understanding of role5. ARMC Members’ Self and Peer Evaluation Form<ul style="list-style-type: none">- Skills and competencies- Ability to understand significant accounting policies, accounting estimates and financial reporting practices6. Assessment of independence of the Independent Directors

	<p>Following the evaluation, the Board concluded that the Board as a whole and its Board Committees are effective, and the Board has the necessary skills, experiences, qualities and integrity to lead the Company. Each Director including the Independent Directors, in their individual capacities, has fulfilled their responsibilities and obligations and has carried out their statutory duties in accordance with the Terms of References and the Board Charter of the Company.</p> <p>All assessments and evaluations carried out by the NC in the discharge of its functions are properly documented.</p>	
Explanation for departure :		
	<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
Measure :		
Timeframe :		

Intended Outcome

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

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

Practice 7.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board delegated the responsibility to review and recommend the remuneration of Non-Executive Directors, Executive Directors and Senior Management to the Remuneration Committee. A Remuneration Policy was adopted by the Board to assist the Remuneration Committee in determining the remuneration of Directors and Senior Management. The Remuneration Policy outlines the remuneration structure and procedures for both Directors and Senior Management, which will be reviewed by the Remuneration Committees.</p> <p>The Remuneration Policy is available on the Company's website at www.pebhd.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 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 Remuneration Committee ("RC") has a Terms of Reference which spells out its authorities and duties and it is made available on the Company's website at www.pebhd.com.my.</p> <p>The members of the RC which comprises exclusively of Non-Executive Directors, are as follows:</p> <p><u>Chairperson</u> Dato' Jamelah Binti Jamaluddin, Independent Non-Executive Director</p> <p><u>Members</u></p> <ul style="list-style-type: none">- Ms Jas Bir Kaur A/P Lol Singh, Independent Non-Executive Director- Ms Yew Jian Li, Non-Independent Non-Executive Director <p>The primary responsibilities of the RC, which include implementing policies and procedures on remuneration, and reviewing and recommending matters relating to the remuneration of the Board and Senior Management, are set out in its Terms of Reference.</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	:	Please refer to the table on the next page.

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Lim Beng Guan	Executive Director	-	-	108,913	-	16,749	-	125,662	-	-	-	-	-	-	-
2	Jonathan Law Ngee Song	Non-Executive Non-Independent Director	60,000	-	-	-	-	-	60,000	-	-	-	-	-	-	-
3	Boumhidi Abdelali	Non-Executive Non-Independent Director	51,600	-	-	-	7,200	-	58,800	-	-	-	-	-	-	-
4	Dato' Yew Soon Keong (Resigned on 28 August 2025)	Non-Executive Non-Independent Director	40,800	-	-	-	-	-	40,800	-	-	-	-	-	-	-
5	Dato' Jamelah Binti Jamaluddin	Independent Director	64,200	-	-	-	-	-	64,200	-	-	-	-	-	-	-
6	Jas Bir Kaur A/P Lol Singh	Independent Director	62,400	-	-	-	-	-	62,400	-	-	-	-	-	-	-
7	Teh Su-Ching	Independent Director	51,600	-	-	-	-	-	51,600	-	-	-	-	-	-	-
8	Yew Jian Li (Appointed on 1 October 2025)	Non-Executive Non-Independent Director	14,700	-	-	-	-	-	14,700	-	-	-	-	-	-	-
9	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
13	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
14	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
15	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	:	Not applicable – adopted Step Up 8.3	
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	:		

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	:	Adopted
Explanation on adoption of the practice	:	<p>The Board has decided to disclose the detailed remuneration of the top five Senior Management's remuneration component including salary, bonus, benefits in-kind and other emoluments.</p> <p>However, no disclosure on the same was made in this report because there is no senior management in the Company as the Company does not have a core business during the financial year under review.</p>

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	:	The Chairperson of the Audit and Risk Management Committee is Dato' Jamelah Binti Jamaluddin, an Independent Non-Executive Director and she is not the Chairman of the Board. This ensures that the Board is able to objectively review the audit and risk findings and recommendations.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Terms of Reference of the Audit and Risk Management Committee ("ARMC") stipulates that, should a former key audit partner be considered for appointment as a member of the ARMC, the candidate is required to observe a cooling-off period of at least three (3) years from the date he or she ceases to be a partner of the firm which has been the external auditors of the Group, before being appointed as a member of the ARMC.</p> <p>None of the current members of the ARMC had been associated with nor have they held any senior position with the Company's appointed external auditors in the past three (3) years.</p> <p>The Terms of Reference of the ARMC is available on the Company's website at www.pebhd.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 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 Board has adopted the External Auditors Assessments Policy to assess the suitability, objectivity and independence of the external auditor. A copy of the policy is available on the Company’s website at www.pebhd.com.my.</p> <p>The Audit and Risk Management Committee (“ARMC”) is satisfied with the competence and independence of the External Auditors for the financial year ended 31 December 2025. Having regard to this, the Board approved the ARMC’s recommendation on the re-appointment of Messrs Crowe Malaysia PLT as the External Auditors of the Company for the financial year ending 31 December 2026, for shareholders’ approval at the 10th 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	:	Not Adopted
Explanation on adoption of the practice	:	

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>During the financial year under review, all members of the Audit and Risk Management Committee ("ARMC") have attended at least one training program and all the ARMC members have the relevant financial knowledge and commercial expertise skills to discharge their roles and responsibilities effectively. The ARMC ensures that the financial reports of the Company comply with the applicable financial reporting standards in Malaysia.</p> <p>The training programme attended by the ARMC members are as follows:</p> <table border="1"><thead><tr><th>Name of Director</th><th>Training Programme Attended</th></tr></thead><tbody><tr><td>Dato' Jamelah Binti Jamaluddin</td><td>- Small Modular Reactors (SMRs) - Electric Vehicle (EV) Corporate Day</td></tr><tr><td>Jas Bir Kaur A/P Lol Singh</td><td>- 4th Asian Economy Impact - Climate Change Risk - 38th International Investment Funds Association Conference - The New Investment Order: Realigning Strategies for Resilience - FIMM Annual Convention - Navigating the Future - SSM Annual National Conference - Cyber Security Awareness Program - Anti Money Laundering Training - Sustainability Training and Launch of Sustainability Academy</td></tr><tr><td>Teh Su-Ching</td><td>- Financial Modelling Fundamentals & Practical Application - Navigating Opportunities Beyond Audit - Empowering Practitioners</td></tr></tbody></table>	Name of Director	Training Programme Attended	Dato' Jamelah Binti Jamaluddin	- Small Modular Reactors (SMRs) - Electric Vehicle (EV) Corporate Day	Jas Bir Kaur A/P Lol Singh	- 4th Asian Economy Impact - Climate Change Risk - 38th International Investment Funds Association Conference - The New Investment Order: Realigning Strategies for Resilience - FIMM Annual Convention - Navigating the Future - SSM Annual National Conference - Cyber Security Awareness Program - Anti Money Laundering Training - Sustainability Training and Launch of Sustainability Academy	Teh Su-Ching	- Financial Modelling Fundamentals & Practical Application - Navigating Opportunities Beyond Audit - Empowering Practitioners
Name of Director	Training Programme Attended									
Dato' Jamelah Binti Jamaluddin	- Small Modular Reactors (SMRs) - Electric Vehicle (EV) Corporate Day									
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Teh Su-Ching	- Financial Modelling Fundamentals & Practical Application - Navigating Opportunities Beyond Audit - Empowering Practitioners									

		<ul style="list-style-type: none"> - Amidst Audit Exemption Changes - Exploring Malaysia’s Out-of-Home (OOH) Advertising Landscape - Mega Trends in 2040 - Global Trade Transformation 2024-2035 - Global Minimum Tax: Latest Developments and Implications for Businesses - Public Sector Sustainability Reporting – where do we stand? - Carbon Accounting & GHG Inventories Workshop - Increased tax consequence across the sectors: a valuation perspective - Unveiling The World of Intellectual Property Valuation for Financial Institutions - Anti-Bribery and Anti-Corruption Training - Addressing Issues and Challenges of IFRS S1 and S2 reporting in Malaysia - 5 simple ways to boost profits without more overheads - Stamp duty developments and risks - ASEAN Sustainable urbanisation forum (ASUF), meeting of governors and mayors of ASEA Capitals & ASEAN Governors and Mayors Forum - MPC GHG Management Certificate of Practice (COP) - Getting Ready for IPO - Decode Your Leadership DNA. Discover the Balance That Fuels Growth - Digital Economy and AI and what does it mean for companies moving forward - Inside the Prediction Consensus: What Experts See Coming in 2026 - ESG Outlook 2026, Key Trends and Lessons from 2025 - Mastering IFRS S1 and S2: Compliance Meets Strategy
	Yew Jian Li	<ul style="list-style-type: none"> - ASEAN Inclusive Growth Summit - AlterCOP30 (Green Finance & Just Transition) - The True and Fair Project: Making Hidden Impacts Visible in Financial Statements

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>The Board recognises its responsibilities over the Company's internal control and risk management framework.</p> <p>The Board through its Audit and Risk Management Committee ("ARMC") regularly reviews this process to ensure the internal control and risk management frameworks are adequate and effective.</p> <p>The ARMC meets quarterly to review the risks identified and discuss on mitigation lack in place and report to the Board. Details on internal control and risk management framework are set out in the Statement on Risk Management and Internal Control 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 is responsible for managing the key business risks of the Company and implementing appropriate internal control system to manage those risks. The Board also reviewed the adequacy and effectiveness of the system of internal controls framework and risk management framework.</p> <p>These together with the features of its risk management framework and internal control framework are disclosed in the Statement on Risk Management and Internal Control which has been reviewed by the Board and the External Auditors.</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 :	Not Adopted
Explanation on adoption of the practice :	

Intended Outcome

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

Practice 11.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The internal audit function is supported by an outsourced independent professional service provider, Baker Tilly Monteiro Heng Governance Sdn. Bhd., to assist the Audit and Risk Management Committee (“ARMC”) as well as the Board in discharging their responsibilities by providing independent and objective assurance and advisory on internal audit functions that add value and improve the Company’s operations.</p> <p>The Company’s internal audit activities are mainly carried out in accordance with the annual audit plan which has been tabled to the ARMC for review and approval, as well as selected ad-hoc audits requested by Management.</p> <p>The Internal Auditors adopt a risk-based approach and focus on Human Resource, Payroll Management and Processing of Staff Claims of the Company during the financial year under review. The Internal Auditors report directly to the ARMC and assist the ARMC in monitoring and managing risks, and provide independent views on the effectiveness of the system of internal control following their reviews.</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 internal audit (“IA”) function is outsourced to an independent professional service provider, Baker Tilly Monteiro Heng Governance Sdn. Bhd., and reports directly to the Audit and Risk Management Committee (“ARMC”).</p> <p>The Head of IA function of Baker Tilly Monteiro Heng Governance Sdn. Bhd., is the Head of the Internal Audit & Risk Advisory, Mr Kuan Yew Choong, who is a Chartered Accountant of the Malaysian Institute of Accountants. He is also a member of the Association of Chartered Certified Accountants and a Chartered Member of the Institute of Internal Auditors Malaysia and is competent to conduct the internal audit according to the standards and code of ethics set by the body.</p> <p>The ARMC evaluated and reviewed the IA functions and was satisfied that the IA activities/audit plan were carried out in accordance with recognised framework. The ARMC also received assurance from the outsourced IA service provider that all assigned IA engagement team personnel remain independent, objective and free from any relationships or conflicts of interest in carrying out their IA duties throughout the engagement.</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>It has always been the Company's practice to maintain good relationship with its employees, shareholders and investors. Major corporate developments and happenings in the Company have always been duly and promptly announced to all shareholders, in line with Bursa Malaysia Securities Berhad's objectives of ensuring transparency and good corporate governance practices.</p> <p>During the general meeting, shareholders have the opportunities to enquire and comment on the Company's performance and operations.</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	:	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 13.1

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 Annual General Meeting (“AGM”) includes a detailed explanatory notes and background information where applicable, in order to enable shareholders to make informed decisions regarding the business agenda of the AGM.</p> <p>The Notice of 9th AGM was sent to the shareholders on 30 April 2025, which is more than 28 days’ notice prior to the date of the AGM held on 30 June 2025. In addition to sending the Notice of AGM, the Company also published the Notice of 9th AGM on its website, released to the public via Bursa LINK and advertised in a local newspaper.</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 Directors, Company Secretaries and the External Auditors attended the 9th Annual General Meeting held on 30 June 2025.</p> <p>All shareholders of the Company are entitled to attend Annual General Meeting in person or represented by a proxy. The Company encouraged the shareholders to ask questions at the Company's Annual General Meeting with responses given to their questions and the shareholders' questions were all responded accordingly by the relevant members of the Board.</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 9th Annual General Meeting (“AGM”) was held physically at Level 1, Concorde Hotel Kuala Lumpur, 2, Jalan Sultan Ismail, 50250 Kuala Lumpur. While the AGM proceedings were conducted physically, the Company continued to leverage technology by utilising the electronic polling system provided by the Share Registrar of the Company, Tricor Investor & Issuing House Services Sdn. Bhd., to promote greater transparency through automated vote counting, real-time result display, and a verifiable audit trail.</p> <p>Shareholders who are unable to attend AGM may also opt to appoint their proxy to exercise their right to participate and vote at the AGM.</p> <p>During the AGM, the Company encouraged the shareholders to ask questions at the AGM and the shareholders’ questions were all responded accordingly by the relevant members of the Board. The questions and answers were recorded in the minutes of the 9th AGM which is available at the Company’s website at www.pebhd.com.my.</p> <p>The Company appointed Scrutineer Solutions Sdn. Bhd. as the scrutineers to verify and announce the poll results for each resolution. Based on the poll results as announced, the Chairman declared that all the resolutions as tabled under the agenda of the meeting were carried. The poll results were also announced via Bursa LINK on the same day for the benefit of all shareholders.</p> <p>Holding physical AGM is also in line with the directive of Securities Commission Malaysia issued on 30 August 2024. However, the Company did not adopt hybrid AGM as the Company’s shareholder base is primarily concentrated in the Klang Valley.</p>

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

Intended Outcome

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

Practice 13.4

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

Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.

Application	:	Applied
Explanation on application of the practice	:	<p>The 9th Annual General Meeting (“AGM”) of the Company was held physically at Level 1, Concorde Hotel Kuala Lumpur, 2, Jalan Sultan Ismail, 50250 Kuala Lumpur, and the Board responded to the questions raised by the shareholders and proxies.</p> <p>An administrative guide includes detailed steps for the shareholders to use remote participation and voting (“RPV”) facilities was announced together with the Notice of 9th AGM and was made available on the Company’s website at www.pebhd.com.my.</p> <p>Shareholders were given opportunities to pose question before the 9th AGM via RPV facilities which was available on Tricor Investor & Issuing House Securities Sdn Bhd’s TIIH Online website at http://tiih.online. During the 9th AGM, shareholders were given ample opportunity and time to raise questions and receive answers from the Board before the voting session began.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

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.

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.

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

Intended Outcome

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

Practice 13.6

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

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
Application	: Applied
Explanation on application of the practice	: The minutes of the 9 th Annual General Meeting (“AGM”) held on 30 June 2025 was made available on the Company’s website at www.pebhd.com.my within 30 business days after the 9 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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