

CORPORATE GOVERNANCE REPORT

STOCK CODE : 5255
COMPANY NAME : Lianson Fleet Group Berhad
FINANCIAL YEAR : December 31, 2025

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES 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 of Directors ("Board") is responsible for the proper stewardship of Lianson Fleet Group Berhad ("LFG" or "the Company") and its subsidiaries' ("Group") business and the creation of long-term stakeholders' value. To ensure the effective discharge of the Board's functions and responsibilities, the Board delegates specific responsibilities and functions to various committees, namely Audit and Risk Management Committee ("ARMC") and Nomination and Remuneration Committee ("NRC") (collectively known as "Board Committees"). The function, roles, and responsibilities of the Board Committees, as well as the authorities delegated by the Board, are clearly defined in the respective terms of reference ("TOR"), which are reviewed and updated as and when necessary. While the Board Committees have the authority to examine particular issues, they will report to the Board with their decisions and/or recommendations, and the ultimate responsibility for all matters lies with the entire Board.</p> <p>The Board is collectively responsible for promoting, leading, governing, guiding, and monitoring the entire performance of the Company and enforces standards of accountability, all with a view to enabling Management to execute its responsibilities effectively.</p> <p>The Board takes full responsibility for directing and supervising the management of the business and affairs of the Company. The responsibilities of the Board include the following:</p> <ul style="list-style-type: none">(a) Ensuring that the Company's goals are clearly established and that strategies are in place for achieving them;(b) Establishing policies for strengthening the performance of the Company, including ensuring that Management is proactively seeking to build the business through innovation, initiative, technology, new products, and the development of its business capital;(c) Input into and final approval of major corporate strategies and

	<p>annual budget;</p> <ul style="list-style-type: none"> (d) Monitoring corporate performance and implementation of strategies and policies; (e) Approving and monitoring the progress of major capital expenditure, capital management, and acquisitions/divestments; (f) Monitoring the performance of Senior Management and implementation of strategies and policies, including assessing whether appropriate resources are available; (g) Appointing the Managing Director (“MD”), setting the terms of the MD’s employment contract and, where necessary, terminating the MD’s employment with the Company; (h) Monitoring compliance with regulatory requirements and ethical standards; (i) Reviewing and ratifying systems of risk management and internal compliance controls, code of conduct, continuous disclosure, legal compliance, and other significant policies; (j) Ensuring that succession planning of the Senior Management is in place; (k) Ensuring that the Company’s financial statements are true and fair and conform to the relevant standards, rules, and regulations; (l) Ensuring that the Company adheres to high standards of ethics and corporate behaviour; (m) Deciding on whatever steps that are necessary to protect the Company’s financial position and the ability to meet its debts and other obligations when they fall due, and ensuring that such steps are taken; (n) Monitoring Board composition, processes, and performance; (o) Establishment of Board Committees, their membership and delegated authorities; (p) Approving and monitoring financial and other major reporting to the market, shareholders, employees, and other stakeholders; (q) Appointment, re-appointment, or replacement of the external auditors; and (r) Performing such other functions as are prescribed by law or are assigned to the Board. <p>The Board has adopted a schedule of matters specifically reserved for its approval, which includes, amongst others, reviewing and approving the following:</p> <ul style="list-style-type: none"> (a) Major corporate strategy and annual budget; (b) Major capital expenditures, capital management, and acquisitions/divestments; (c) Establishment of Board Committees, their membership and delegated authorities; (d) Financial and other major reporting to the market, shareholders, employees, and other stakeholders; and (e) Necessary steps to protect the Company’s financial position and the ability to meet its debts and other obligations when they fall
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	due, and ensuring that such steps are taken.	
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>During his tenure as Executive Chairman, Mr. Lim Chern Wooi (“Mr. CW Lim”) fostered a high-performance culture and aligned the Group’s strategy with evolving market trends, laying a strong foundation for long-term growth. With effect from 15 December 2025, following Mr. CW Lim’s re-designation as Managing Director, Mr. Lim Chern Yuan (“Mr. CY Lim”) assumed the role of Non-Independent Non-Executive Chairman and now leads the Board, ensuring its continued effectiveness and adherence to robust governance standards.</p> <p>The key roles and responsibilities of the Chairman, as set out in the Board Charter of the Company, include the following:</p> <ul style="list-style-type: none">(a) Providing overall leadership to the Board, without limiting the principle of collective responsibility for Board decisions;(b) Participating in the selection of Board members and ensuring that the membership is properly balanced;(c) Chairing meetings of the Board in such a manner that will stimulate debate on the issues before the Board and encourage the most effective contribution from each Director. The Chairman should ensure that the agenda item and all necessary background papers are given to Directors in sufficient time to enable the papers to be adequately considered before the meeting;(d) Reviewing the minutes of meetings of the Board before the meeting, to ensure they accurately reflect the Board’s deliberations, and matters arising from the minutes and on which further action is required have been addressed;(e) Monitoring Board performance as a whole;(f) Ensuring membership of the Board is appropriately skilled to meet the needs of the Company;(g) Assisting in Board discussions to address the key issues facing the Company;(h) Initiating the establishment of Board Committees and ensuring that they achieve their objectives;(i) Guiding and promoting the ongoing efficacy and development of the Board and its individual Directors; and(j) Fastening high corporate governance.

	There are other roles required of the Chairman which are clearly written in the Board Charter, which is available on the Company's website at www.lianson.com .	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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>Effective 15 December 2025, the Company re-designated Mr. CW Lim as MD and appointed Mr. CY Lim as the Non-Independent Non-Executive Chairman. This separation of roles ensures that the positions of Chairman and MD are held by different individuals, maintaining a clear division of responsibility.</p> <p>To preserve a balance of power and authority, the respective roles of the Chairman and the MD are distinct and clearly defined within the Board Charter, which is accessible on the Company's website at www.lianson.com.</p> <p>The Chairman provides leadership and direction to the Board to achieve Board effectiveness and focuses on liaison between the Board and Management as well as shareholders.</p> <p>The MD focuses primarily on the formulation and implementation of the Group's business strategies, oversees the implementation of policies and decisions adopted by the Board as well as supervises the day-to-day management, operations, and business developments of the Group.</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	: Departure
Explanation on application of the practice	:
Explanation for departure	: Prior to his re-designation as MD, Mr. CW Lim attended meetings of the Board Committees by invitation, in his capacity as Executive Chairman, to provide operational insights and strategic input to facilitate informed deliberations. He did not participate in decision-making nor was he a member of any Board Committee. This arrangement was intended to support effective oversight during the relevant period, while preserving the independence and authority of the Board Committees. As of 31 December 2025, the Chairman of the Board, Mr. CY Lim, is not a member of any of the Board Committees. The composition of the ARMC as of 31 December 2025 is as follows: <ol style="list-style-type: none">1) Puan Farina binti Farikhullah Khan ("Pn. Farina"), Chairperson of ARMC and Independent Non-Executive Director;2) Captain Adarash Kumar A/L Chranji Lal Amarnath, Member of ARMC and Independent Non-Executive Director; and3) Puan Puteri Liza Elli Sukma ("Pn. Puteri"), Member of ARMC and Independent Non-Executive Director. The composition of the NRC as of 31 December 2025 is as follows: <ol style="list-style-type: none">1) Dato' Syed Naqiz Shahabuddin bin Syed Abdul Jabbar, Chairman of NRC and Independent Non-Executive Director;2) Dato' Mohamed Sabrin bin Mohamed Zain, Member of NRC and Non-Independent Non-Executive Director; and3) Ms. Ginny Yeow Mei Ying, Member of NRC and Independent Non-Executive Director.
<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

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

Practice 1.5

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

Application	: Applied
Explanation on application of the practice	<p>The Board is supported by qualified and competent Company Secretaries as they possess valid Practising Certificates issued by the Companies Commission of Malaysia (“CCM”) and they are members of the Malaysian Institute of Chartered Secretaries and Administrators (“MAICSA”) and are qualified to act as Company Secretaries under Section 235(2) of the Companies Act 2016 (“CA 2026”).</p> <p>In performing their duties, the Company Secretaries carry out, amongst others, the following tasks:</p> <ol style="list-style-type: none">(1) Statutory duties as required under the CA 2016, Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”) and Capital Markets and Services Act 2007;(2) Facilitating and attending meetings of the Board and Board Committees;(3) Ensuring that the meetings of the Board and Board Committees are properly convened and the proceedings are properly recorded;(4) Ensuring timely communication of the Board-level decisions to Management for further action;(5) Ensuring that all appointments to the Board and/or Board Committees are properly made in accordance with the relevant regulations and/or legislations;(6) Maintaining records for the purpose of meeting statutory obligations;(7) Facilitating the provision of information as may be requested by the Directors from time to time in a timely manner and ensuring adherence to Board policies and procedures;(8) Facilitating the conduct of the assessments to be undertaken by the Board and/or Board Committees, as well as to compile the results of the assessments for the Board and/or Board Committees’ deliberation;(9) Assisting the Board with the preparation of announcements for release to Bursa Securities; and(10) Rendering advice and support to the Board and Management. <p>The Board is satisfied with the performance of the Company Secretaries who have provided sound governance advice, ensured adherence to</p>

	<p>rules and procedures, and advocated the adoption of corporate governance best practices.</p> <p>The Company Secretaries constantly keep themselves abreast of the evolving capital market environment, regulatory changes, and developments in corporate governance by attending the relevant continuous professional development training that is conducted by the CCM and/or MAICSA, as well as other professional bodies from time to time.</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

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>An annual meeting calendar is prepared and circulated in advance before the beginning of each year to facilitate the Directors' time planning. The annual meeting calendar provides the Directors with scheduled dates for the whole year's Board meetings, Board Committees meetings, and annual general meeting ("AGM"), as well as the closed periods for dealings in securities by Directors based on targeted dates of announcements of the Group's quarterly results.</p> <p>The notices of the Board and Board Committees meetings are sent to the Directors and Board Committees members via email at least five (5) to seven (7) business days prior to the respective meetings. The agenda items and Board papers encompassing comprehensive qualitative and quantitative information, such as objectives, background, proposal, recommendations, and other pertinent information, are circulated to the Directors to make informed decisions at each Board Meeting.</p> <p>Management strives to furnish a set of meeting papers electronically at least five (5) to seven (7) business days prior to each Board meeting. This enables the Directors to have sufficient time to peruse the Board papers and seek clarifications or further details from Management before each meeting. Any Director may request matters to be included in the agenda. Urgent papers may be presented and tabled at the meetings under the item "Any Other Business" subject to the approval by the MD and/or Chairman of the Board or Board Committees.</p> <p>Presentations and briefings by Management and relevant external consultants, where applicable, are also held at Board meetings to advise the Board. Relevant information and clarifications are given to assist the Board in making a decision.</p> <p>Upon the conclusion of Board and Board Committee meetings, draft minutes are circulated to the respective members for review and comments to ensure that the minutes accurately reflect the deliberations and decisions made, including any instances where a Director or Committee member with an interest in a particular matter abstained from deliberation or voting. Once finalised, the minutes are confirmed and approved at the subsequent meeting and signed by the Chairman as a true and correct record of the proceedings.</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 clearly identifies the respective roles and responsibilities of the Board, Board Committees, Chairman and MD/CEO. It also clearly identifies the issues and decisions reserved for the Board.</p> <p>The Board Committees of the Company are as follows:</p> <p>1) ARMC</p> <p>The roles and responsibilities of the ARMC members are set out in the ARMC Report of the Annual Report. The TOR of the ARMC align with the obligations set forth in the Board Charter, Main Market Listing Requirements of Bursa Securities, and the Malaysian Code on Corporate Governance ("MCCG").</p> <p>2) NRC</p> <p>The NRC is established by the Board with, among others, the key roles and obligations to:</p> <ul style="list-style-type: none">a) assist the Board in reviewing the appropriate size and balance of the Board and review the required mix of skills and experience. The NRC ensures that there is sufficient succession planning; andb) recommend to the Board the remuneration framework or broad policy for the remuneration package of the Senior Management. <p>In identifying a suitable candidate, the NRC shall take into consideration, among others, the key criteria as set out in the TOR of the NRC.</p> <p>The key activities of the NRC for the financial year under review were as follows:</p>

Nomination Function	Remuneration Function
Conducted annual review of the Board evaluation process	Reviewed and recommended the Non-Executive Directors' fees and benefits to the Board, subject to approval by shareholders at the AGM of the Company
Reviewed the key performance indicators and corporate scorecard for the Executive Director and Senior Management	Reviewed, considered, and recommended the remuneration package of the CFO
Reviewed the terms of office and performance of the ARMC and each of its members in compliance with the Main Market Listing Requirements of Bursa Securities	
Reviewed, considered and recommended the retention of Independent Non-Executive Director	
Reviewed, considered and recommended the appointment of the Chief Financial Officer ("CFO")	
Reviewed, considered, and recommended the appointments of Independent Non-Executive Directors, Non-Independent Non-Executive Director, and changes in the composition of the Board Committees	
Reviewed, considered, and recommended the re-designation of Managing Director, and the appointment of Non-Independent Non-Executive Chairman	
<p>The performance of each Director who is retiring at the AGM of the Company is taken into consideration by the NRC to support the re-election of the Directors before recommending it to the Board for recommendation of the same to the shareholders for</p>	

	<p>approval.</p> <p>Based on the Board’s annual assessment and after considering the criteria set by the Board and the Directors’ Fit and Proper Policy, including professionalism, vast experience, competency, commitment, and individual contributions, the NRC is satisfied that all Directors seeking re-election at the AGM of the Company have met the Board’s expectations by continuously discharging their responsibilities and obligations, as well as the criteria used in the Directors’ assessment.</p> <p>Apart from the above, the Board Charter also outlines the process and conduct regarding the Board governance process, stakeholder management, and the Board-Management relationship.</p> <p>The Board reviews the Board Charter from time to time and makes any necessary amendments to ensure it remains consistent with the Board’s objectives, current law, and practices.</p> <p>The duties and responsibilities of the Board Committees are summarised in their respective TORs, and the Board Charter is published on the Company’s website at www.lianson.com.</p>	
Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

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

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

Practice 3.1

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

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

Application	: Applied
Explanation on application of the practice	<p>The Group's Core Values</p> <p>The Group hopes to achieve its vision and mission through the implementation of a strong corporate culture that revolves around four (4) Core Values: Communication, Appreciation and Accountability, Reliable, Efficiency and Effectiveness.</p> <p>Code of Conduct and Ethics</p> <p>The Board has established the following Code of Conduct and Ethics, which set forth the values, expectations, and standards of business ethics and conduct for adherence by the relevant parties:</p> <p>a) Directors' Code of Ethics</p> <p>The Directors, in discharging their responsibilities, continue to adhere to the adopted Directors' Code of Ethics. The Directors' Code of Ethics is based on principles in relation to sincerity, integrity, responsibility, and corporate social responsibility, and is formulated to enhance the standard of corporate governance and corporate behaviour.</p> <p>b) Employees' Code of Ethics</p> <p>The Company's Employees' Code of Ethics ensures that all employees observe and maintain high ethical business standards of honesty and integrity in all aspects of our operations. The Employees' Code of Ethics highlights key issues to help employees perform their duties in line with the Company's standards such as ensuring a safe working environment, effectively managing the Company's assets and properties, safeguarding confidential information as well as dealing with external parties such as customers, vendors, media, competitors, and government agencies.</p>

	<p>c) Service Provider Code of Conduct</p> <p>The Group believes that relationships with service providers should be based on the principles of integrity, honesty, accountability, and compliance with laws and regulations. With this objective, the Service Provider Code of Conduct requires service providers, which include suppliers, contractors, professional advisors, consultants, and other business associates, to adhere to this Service Provider Code of Conduct when conducting business with the Group. The Group may take the necessary action for breaches of the Service Provider Code of Conduct, which includes, but is not limited to, termination and preclusion from proposing any work for the Group for a pre-determined period.</p> <p>The Board and employees are committed to the highest standards of integrity, consistently adhering to the Code of Conduct and Ethics to ensure sound judgement in the performance of their duties. The above-mentioned Code of Conduct and Ethics are publicly accessible on the Company’s website at www.lianson.com.</p> <p>To ensure continued relevance, the Board reviews the Code of Conduct and Ethics periodically or as necessitated by internal or external developments. The Board retains the discretion to implement amendments to the Code of Conduct and Ethics as deemed appropriate to maintain robust ethical standards.</p>	
<p>Explanation for departure</p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure</p>		
<p>Timeframe</p>		

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>In promoting the highest level of professionalism and ethics in the conduct of the Group’s businesses, the Anti-Fraud and Whistle-Blowing Policy (“Policy”) welcome disclosures of any suspected wrongdoings that include mismanagement, malpractices, corrupt practices, fraud, conflict of interest, money laundering, abuse of authority or breach of any laws and regulations by any staff and Management. The Policy serves to provide a formal channel of communication for the employees and any other persons to raise concerns in a responsible and timely manner.</p> <p>The core Policy and its reporting procedure and process are highlighted in the Employees’ Code of Ethics, and it is overseen under the TOR of the ARMC, which is available on the Company’s website at www.lianson.com.</p> <p>The Policy will be reviewed by the Board periodically or on an ad hoc basis to assess its relevance and effectiveness.</p> <p>Disclosure Channel</p> <ol style="list-style-type: none"> a. Whistleblowing reporting escalation shall be made clear to the Chairperson of ARMC involving fraud allegations for all levels in the Company, and to the Chairman of the Board if it involves the Chairperson of ARMC; and b. Email to Chairperson of ARMC at armc@lianson.com or email to Chairman of the Board at chairman@lianson.com.
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.1

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

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

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

Application	:	Applied							
Explanation on application of the practice	:	<p>The Group, being a trusted partner for leading oil and gas operators and marine transportation solutions, has always taken into account sustainability considerations in its strategies, business plans, major plans of action, and risk management.</p> <p>All material sustainability matters are driven by the Board, with oversight from the ARMC. Management-level support is provided through the Sustainability Steering Committee (“SSC”), chaired by the MD and the Environmental, Social and Governance (“ESG”) Task Force, chaired by the CFO, as illustrated below:</p> <table border="1" data-bbox="560 1256 1406 1995"> <tr> <td data-bbox="560 1256 844 1417">Board</td> <td data-bbox="844 1256 1406 1417"> <ul style="list-style-type: none"> Responsible for deliverables sign-off. Ultimately accountable for overseeing and managing sustainability matters. </td> </tr> <tr> <td data-bbox="560 1417 844 1570">ARMC</td> <td data-bbox="844 1417 1406 1570"> <ul style="list-style-type: none"> Oversight of LFG’s sustainability strategies, including reviewing related matters and making recommendations to the Board. </td> </tr> <tr> <td data-bbox="560 1570 844 1995">SSC</td> <td data-bbox="844 1570 1406 1995"> <ul style="list-style-type: none"> Define LFG’s sustainability roadmap. Determine LFG’s sustainability strategy. Oversee the progress of sustainability in the Group and address any issues raised by the ESG Task Force. Responsible for controlling the sustainability projects’ scope and deliverables sign-off. Provide overall guidance and direction to the project team. Periodically update LFG’s ARMC and </td> </tr> </table>		Board	<ul style="list-style-type: none"> Responsible for deliverables sign-off. Ultimately accountable for overseeing and managing sustainability matters. 	ARMC	<ul style="list-style-type: none"> Oversight of LFG’s sustainability strategies, including reviewing related matters and making recommendations to the Board. 	SSC	<ul style="list-style-type: none"> Define LFG’s sustainability roadmap. Determine LFG’s sustainability strategy. Oversee the progress of sustainability in the Group and address any issues raised by the ESG Task Force. Responsible for controlling the sustainability projects’ scope and deliverables sign-off. Provide overall guidance and direction to the project team. Periodically update LFG’s ARMC and
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		Board.
	ESG Task Force	<ul style="list-style-type: none"> • Coordinate and manage the delivery of the sustainability project. • Plan the activities and timeline to be proposed to SSC. • Conduct periodical status updates and distribute status reports.
	<p>Further details on how the Board and Management take into consideration the sustainability agenda in discharging their duties in managing the Company’s businesses are disclosed in the Sustainability Report, which is available on the Company’s website at www.lianson.com.</p>	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.2

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 data-bbox="555 636 1415 846">Stakeholder communication and engagement remain fundamental to the Group’s commitment to operating as a reputable, trusted, and responsible business entity. The Group aims to cultivate effective long-term relationships and drive sustainable value by garnering meaningful feedback on materiality matters, ensuring a continuous refinement of the corporate approach to sustainability.</p> <p data-bbox="555 887 1415 985">Stakeholders are defined as individuals or entities that may be impacted by the Group’s business strategies and operations or those that will or may potentially impact the Group.</p> <p data-bbox="555 1025 1415 1167">The Group is committed to being accountable and responsive to the expectations and interests of its stakeholders. The Group has identified the following nine (9) key stakeholder groups that will be impacted by the value creation activities:</p> <table border="1" data-bbox="555 1205 1415 2033"> <thead> <tr> <th data-bbox="555 1205 911 1272">Stakeholders</th> <th data-bbox="911 1205 1415 1272">Engagement Approach</th> </tr> </thead> <tbody> <tr> <td data-bbox="555 1272 911 1451">Customers</td> <td data-bbox="911 1272 1415 1451"> <ul style="list-style-type: none"> • Trade Exhibition • Business Review Meetings • Customer Survey Form • Informal Engagement via Casual Activities </td> </tr> <tr> <td data-bbox="555 1451 911 1955">Employees (Onshore and Offshore)</td> <td data-bbox="911 1451 1415 1955"> <ul style="list-style-type: none"> • Town Hall Sessions • Internal Communications/Events • Training and Workshops • Festive Celebrations & Staff Gathering • Corporate Social Responsibility Activities • Department Meeting • Focus Group Interview and engagement • Crew Engagement • Management Ship Visit • QHSSE Campaign </td> </tr> <tr> <td data-bbox="555 1955 911 2033">Shareholders, Investors, and Analysts</td> <td data-bbox="911 1955 1415 2033"> <ul style="list-style-type: none"> • Annual Report • General Meeting </td> </tr> </tbody> </table>	Stakeholders	Engagement Approach	Customers	<ul style="list-style-type: none"> • Trade Exhibition • Business Review Meetings • Customer Survey Form • Informal Engagement via Casual Activities 	Employees (Onshore and Offshore)	<ul style="list-style-type: none"> • Town Hall Sessions • Internal Communications/Events • Training and Workshops • Festive Celebrations & Staff Gathering • Corporate Social Responsibility Activities • Department Meeting • Focus Group Interview and engagement • Crew Engagement • Management Ship Visit • QHSSE Campaign 	Shareholders, Investors, and Analysts	<ul style="list-style-type: none"> • Annual Report • General Meeting
Stakeholders	Engagement Approach								
Customers	<ul style="list-style-type: none"> • Trade Exhibition • Business Review Meetings • Customer Survey Form • Informal Engagement via Casual Activities 								
Employees (Onshore and Offshore)	<ul style="list-style-type: none"> • Town Hall Sessions • Internal Communications/Events • Training and Workshops • Festive Celebrations & Staff Gathering • Corporate Social Responsibility Activities • Department Meeting • Focus Group Interview and engagement • Crew Engagement • Management Ship Visit • QHSSE Campaign 								
Shareholders, Investors, and Analysts	<ul style="list-style-type: none"> • Annual Report • General Meeting 								

		<ul style="list-style-type: none"> • Financial Reports and Analyst Briefings • Media Releases • Bursa Securities Announcements • Investor Relations Page (Website)
	Suppliers	<ul style="list-style-type: none"> • Meetings • Field Trip • Questionnaire • Emails
	Government and Regulators	<ul style="list-style-type: none"> • Meetings, Audits, and Visits • Participation in Government and Regulatory Events • Feedback on Consultation Papers • Financial Reports • Contract Announcements and Other Required Disclosures
	Bankers/Financiers	<ul style="list-style-type: none"> • Phone call, Email and Meeting
	<p>Two-way communication with the Group's stakeholders facilitates the development, implementation and monitoring of appropriate solutions and measures that effectively manage their expectations and concerns. The Group's website is regularly updated with timely data to ensure transparent and convenient access to information for all stakeholders.</p>	
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.3

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>To ensure sustainability risks and opportunities are addressed in an integrated and strategic manner, the Board receives periodic briefings from the ARMC. These updates cover key sustainability developments, including climate-related risks and opportunities that may impact the Company's long-term strategy and success.</p> <p>The Board participates in various programmes and awareness initiatives to remain informed of the latest sustainability trends, such as climate change and emerging ESG topics. These programmes are facilitated through various internal platforms, including roadshows, forums, Board training, and external platforms.</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	:	<p>The Board recognises the importance of sustainability in all its business operations and has included sustainability as one (1) of the criteria in the performance evaluations of Senior Management and Board members.</p> <p>Performance review of the Group’s Corporate Scorecard for the Senior Management takes into account the sustainability risks and material matters to the Group’s sustainability agenda, i.e., Health, Safety, Security, and Environment (“HSSE”) and ESG. For the financial year ended 31 December 2025 (“FYE 2025”), the HSSE performance met the established expectations.</p> <p>The Board, through the NRC, has evaluated the Board and Board Committees’ performance in respect of the Company’s material sustainability risks and opportunities by way of the Performance Evaluation Form. The NRC had reviewed the draft questionnaires in which the relevant sustainability-related performance measures and questions had been incorporated for the evaluation of the Board and Board Committee members.</p> <p>From the Board’s observations and feedback given to the questionnaire, it was noted collectively that there is a need to have greater focus and attention given to the sustainability going forward, whereby ESG practices will remain as one (1) of the areas requiring ongoing attention for continuous improvement.</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.5- 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 Group's ESG Task Force is chaired by the CFO and comprise the respective Heads of Business Functions, who collectively oversee and manage the Group sustainability initiatives. The ESG Task Force will report to the SSC, which is chaired by the MD.</p> <p>There are five (5) material topics identified for the Group as follows:</p> <ul style="list-style-type: none">(a) Waste and Pollution Management(b) Air Emissions(c) Climate Change(d) Occupational, Health and Safety(e) Talent Attraction and Retention <p>For items (a) to (c) above, the key department is Operations (Audit and Quality Control), while items (d) and (e) are managed by the Human Capital and Administration (Data Management and Analysis).</p> <p>Among others, actions taken in FYE 2025 are to ensure that the targets that have been identified in the Company's Sustainability Roadmap are achieved on a year-to-year basis.</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 TOR of the NRC stated that the respective NRC should review and recommend to its Board the overall composition of the Board and Board Committees based on objective criteria, merit and with due regard of the appropriate size, diversity including gender diversity, required mix of skills, experience, core competencies, and adequacy of balance between MD, Non-Executive Directors and Independent Directors, through annual review.</p> <p>The Boards recognised that the Directors' performance evaluation is used as a basis for recommending their re-election to the shareholders. This, in turn, is determined through the NRC's assessment of Directors' performance evaluation before any recommendation is made to the Board for deliberation and approval.</p> <p>Prior to recommending the re-election of the Directors, the NRC reviewed the individual Directors' performance evaluation and fit and proper declaration for FYE 2025. The NRC is of the opinion that the Directors had discharged his/her duties effectively and had provided a valuable contribution to the leadership of the Group. With that, the Board and NRC collectively resolved to recommend the re-election of Directors at the forthcoming 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	:	Applied
Explanation on application of the practice	:	<p>Good stewardship emanates from a balanced Board, with the Board members composed of a complementary yet diverse mix of skills, knowledge, experiences, and independent elements that equip the Board with diverse insights and perspectives for better decision making.</p> <p>As of 31 December 2025, the Board comprised eight (8) Directors, consisting of one (1) Non-Independent Non-Executive Chairman, one (1) MD, one (1) Non-Independent Non-Executive Director, and five (5) Independent Non-Executive Directors.</p> <p>The Board took note of the requirement of Practice 5.2 of the MCCG, which requires that at least half of the Board comprises Independent Directors; hence, five (5) out of eight (8) or approximately 63% of the Board's composition consists of Independent Directors.</p> <p>To ensure that the Independent Directors remain independent, the Board, vide its Board Charter and the NRC's TOR, is obliged to assess the independence of Independent Directors annually. Such a requirement, stated in the respective Board Charter and NRC's TOR, describes how the Board assesses the independence and ability of each Independent Director to exercise their independent judgement. The assessment of the independence of its Independent Directors is undertaken annually to ensure that the Independent Directors continue to bring independent and objective judgement to the Board.</p> <p>The Director shall immediately disclose to the Board if he has an interest or relationship which is likely to impact on his independence or if an Independent Director believes he/she may no longer be independent. On this score, the discipline for disclosure of interest is a practice adopted by all Directors of the Group, albeit with the Non-Independent Directors.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.3

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The independence of the five (5) Independent Non-Executive Directors were assessed by members of NRC, and in self-assessment forms and the confirmation by the Independent Directors was that they each are, both in substance and form, independent of management and free of any business or other relationship that could materially interfere with or could be perceived to materially interfere with, the exercise of their unfettered and independent judgement. The assessment covers the regulatory definitions of Independent Directors under the Main Market Listing Requirements of Bursa Securities, and an additional subjective element of independence in substance. This is additionally demonstrated by the conduct and discharge of his/her duties as a Director.</p> <p>The Board also believes that there are significant benefits to be reaped from long-serving Directors, given that they have a deep understanding of the Company's needs and direction, whilst ensuring that they remain objective and impartial in the discharge of their duties. Notwithstanding this, the Board remains committed to orderly succession planning and progressive Board refreshment to ensure an appropriate balance of continuity, independence and renewal over time.</p> <p>The Company had during the Thirteenth ("13th") AGM held on 26 June 2025, obtained shareholders' approval via a two-tier voting process, to retain Pn. Farina as an Independent Non-Executive Director of the Company until the conclusion of the forthcoming Fourteenth ("14th") 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

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

Practice 5.4 - Step Up

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

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome

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

Practice 5.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The NRC is responsible for making recommendations to the Board for the appointment of Directors and the election/re-election of retiring Directors at the AGM.</p> <p>The Board has established the following criteria in assessing new candidates for appointment to the Board, which include, but are not limited to, the following:</p> <ul style="list-style-type: none">a) Skills and competency;b) Knowledge and expertise;c) Regional and industry experience;d) Academic and professional qualifications;e) Background, race, gender, age, and nationality;f) High personal and professional ethics, integrity, and values;g) Ability to devote the required amount of time to carry out the duties and responsibilities of Board membership;h) Not a bankrupt and business stable to devote significant time, energy, and resources;i) Other directorship; andj) In the case of candidates for the position of Independent Non-Executive Director, the NRC will also evaluate the candidates' ability to discharge responsibilities/functions as expected from an Independent Non-Executive Director. <p>In making these recommendations, the NRC considers the required mix of skills, experience, knowledge, competencies, and other necessary qualities, including gender diversity, for the Board. The Board supports the philosophy of gender diversity and recognises the benefits it can bring. Nevertheless, the Board believes that any new appointments should be based on merit and capability. The Board also considered, among others, whether a Director is 'overstretched' in terms of his/her commitments to meet the expectations of the role.</p> <p>The NRC is also tasked with making appropriate recommendations to the Board for the appointment or renewal of contracts of employment</p>

	<p>of the MD and Senior Management of the Company, taking into account diversity in addressing the Senior Management composition.</p> <p>During the financial year under review, the new appointments and re-designation of Directors were as follows:</p> <ul style="list-style-type: none"> (a) Appointment of Dato' Mohamed Sabri bin Mohamed Zain as Non-Independent Non-Executive Director on 19 August 2025; (b) Appointment of Pn. Puteri as Independent Non-Executive Director on 19 August 2025; (c) Appointment of Ms. Ginny Yeow Mei Ying as Independent Non-Executive Director on 19 August 2025; (d) Re-designation of Mr. CW Lim from Executive Chairman to MD on 15 December 2025; and (e) Appointment of Mr CY Lim as Non-Independent Non-Executive Chairman on 15 December 2025. 	
<p>Explanation for departure</p>	<p>:</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure</p>	<p>:</p>	
<p>Timeframe</p>	<p>:</p>	

Intended Outcome

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 view of the need to ensure proper processes are in place to manage composition and succession issues at the Board level, an appropriate process for the selection, nomination, and appointment of suitable candidates to the Board has been put in place.</p> <p>The Board does not solely rely on recommendations from existing Board members, Management, or major shareholders in identifying candidates for appointment as Directors.</p> <p>While the Board is responsible for the appointment of new Directors, the NRC is entrusted with the responsibility of screening and conducting an initial selection by assessing and considering the capabilities, commitment, and qualities of candidates to be appointed as Board members.</p> <p>In accordance with the NRC's TOR, the NRC has, when necessary, engaged independent sources such as independent search firms, directors' registries, and/or open advertisements, to identify suitably qualified candidates who possess the necessary skills sets to enable the Board to discharge its functions effectively and in the best interest of the Group.</p> <p>The Board has established a clear and transparent nomination process for the appointment of Directors regardless of the source of recommendation. The nomination process involves the following five (5) stages:</p> <ol style="list-style-type: none">i. Identifying candidates;ii. Evaluating the suitability of candidates;iii. Get to know candidates via an interview meeting;iv. Final deliberation by NRC; andv. Recommendation to the Board.

	<p>All necessary information would be obtained from the newly appointed Directors for the Company's records and for meeting the statutory requirements and other applicable rules and regulations.</p> <p>Having considered all relevant factors, the NRC submitted its recommendations to the Board for approval. Following each appointment, the Company Secretaries carried out the necessary actions as authorised by the Board to ensure the appointments are in accordance with the statutory requirements and as prescribed by the Main Market Listing Requirements of Bursa Securities.</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

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 Directors are published in the Annual Report and on the Company’s website. These disclosures encompass their age, gender, qualifications, tenure of service, attendance of Board meetings, directorships in other public companies and listed corporations. Furthermore, the profiles provide details regarding professional experience, potential conflict of interest, and respective shareholdings in the Company.</p> <p>Detailed information concerning Directors seeking re-election, including the Board’s rationale and justifications for supporting their candidacy, is disclosed in the Explanatory Notes to the Notice of 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

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	:	Based on the TOR of the NRC, the Chairman of NRC shall be an Independent Non-Executive Director, and the members of NRC shall comprise exclusively of Non-Executive Directors, a majority of whom are independent. The NRC is currently led by an Independent Non-Executive Director, Dato' Syed Naqiz Shahabuddin bin Syed Abdul Jabbar.	
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	:	As at 31 December 2025, the Board consists of eight (8) members, including three (3) female directors, namely Pn. Farina, Pn. Puteri and Ms. Ginny Yeow Mei Ying. This represents a female Board representation of 38%.	
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	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	<p>The criteria for the assessment and appointment of new Board members, including gender diversity requirements, are defined within the TOR of the NRC and Board Charter. Both documents are accessible on the Company's website at www.lianson.com.</p> <p>Although a formally 30%-woman Directors policy has yet to be officially adopted, the Board, through the NRC, integrates gender diversity as a core consideration in the appointment process. The Board supports the country's aspirational target of 30% representation of women directors and will ensure it as one of the considerations for potential candidates.</p> <p>The Board and the Group acknowledge the importance of participation of women in Senior Management and recognised the significance of diversity, equity and inclusion in attaining effective strategic objectives to enhance sustainable growth and development and in promoting better corporate governance within the Group.</p> <p>The Board and Management will continue to ensure that gender diversity is considered not only for Board appointments but also for the selection and advancement of Senior Management.</p>	
		<p>Alternative Practice:</p> <p>The Board periodically reviews its composition and size to ensure a fair reflection of shareholder investment, while maintaining due regard for diversity in skills, experience, cultural background, gender, and age.</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	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

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 NRC carries out the annual assessment in accordance with Paragraph 15.08A(3)(c) of the Main Market Listing Requirements of Bursa Securities. The assessments are carried out on individual Directors, every ARMC member, the Board as a whole, and the Board Committees, via self and peer review assessment.</p> <p>For the financial year under review, the assessment was conducted internally by way of a questionnaire and facilitated by the Company Secretaries.</p> <p>Each assessment/evaluation, the Board and its committees were assessed based on the following main criteria:</p> <p>(i) <u>Board and Board Committees performance</u></p> <ul style="list-style-type: none">• Board mix and composition;• Quality of Information and decision making;• Boardroom activities;• Board's relationship with Management;• ESG; and• Board Committees' performance evaluation. <p>(ii) <u>Self and peer performance evaluation</u></p> <ul style="list-style-type: none">• Fit and proper;• Contribution and performance; and• Calibre and personality.

(iii) ARMC members' self/peer evaluation

- Appropriate experience to meet the objectives of the ARMC's Charter, including financial literacy;
- Ongoing education to improve understanding of pertinent regulatory, accounting, reporting, auditing, and industry issues; and
- Understanding of the Company's significant financial and non-financial risks.

Evaluation links were distributed to the Directors via email, utilising a digital form platform to facilitate the process. All Directors and Board Committees provided anonymous feedback on their peers' performance and individual performance contribution to the Board and respective Board Committees.

The results were collated and presented to the NRC for deliberation. The NRC, having regard to the said evaluation results on the performance and their ability to continue contributing to the Board, presents to the Board the findings to confirm that the Board is an effective Board. The assessment report, together with the report on the Board balance (detailing the required mix of skills, experience, and other qualities), was deliberated and circulated to the NRC in April 2025. These results affirmed that the Board and its respective committees continue to operate effectively.

Based on the evaluation conducted for FYE 2025, the NRC was satisfied with the performance of the Board, individual Board members, individual ARMC members, and the Board Committees.

To ensure the continuous development of the Board's knowledge and skills for more effective participation in meetings, the Board members attended various training programmes. As of 31 December 2025, the details are as follows:

Name of Director	Seminar/Conference/Training Programme Attended
Lim Chern Yuan	<ul style="list-style-type: none">• Panel Discussion: ASEAN EV Implementation Roadmap• Mandatory Accreditation Programme Part II: Leading for Impact (LIP)• Ikhlas Capital Annual Conference 2025• YHB's AI and Board Governance Training• YHB's 2025 Board Strategic Offsite session• Yinson Media Spokesperson Workshop• Gemilang Fellowship Forum

		<ul style="list-style-type: none"> • ASEAN Inclusive Growth Summit • ASEAN Business & Investment Summit 2025 • ASEAN-Indo-Pacific Forum 2025 (AIPF) • 2nd Tripartite Forum: Bridging the Gap: Ensuring Affordability, Reliability, and Sustainability in Renewable Energy • ASEAN Capital Markets Dinner
	Lim Chern Wooi	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
	Farina binti Farikhullah Khan	<ul style="list-style-type: none"> • Managing Whistleblowing - What You Should Know and Do • Engagement Session with Fide Forum Members on Bank Negara Malaysia Annual Report 2024, Economic and Monetary Review 2024 and Financial Stability Review for Second Half 2024 • Energy Asia 2025 • Refresher on Basel FIRB (Foundation Internal Ratings Based) • PETRONAS Board Excellence: Navigating Perspectives and Governance in the Digital Frontier
	Dato' Syed Naqiz Shahabuddin bin Syed Abdul Jabbar	<ul style="list-style-type: none"> • Understanding the Cybersecurity Act 2024 • Empowering Growth with AI: A Vision for the Future at My Company • The future of the Coffee Industries in Southeast Asia • Dialog Industry Bersama YB Menteri Pelaburan Perdagangan dan Industri • Gemini AI Training • BRO Industrial Talk

		<ul style="list-style-type: none"> • TRUST Principles with a focus on Conflict of Interest.
	Captain Adarash Kumar A/L Chranji Lal Amarnath	<ul style="list-style-type: none"> • Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
	Dato' Mohamed Sabri bin Mohamed Zain	<ul style="list-style-type: none"> • YHB's AI and Board Governance Training • YHB's 2025 Board Strategic Offsite session • OGSE100 CEOs Forum 2025
	Puteri Liza Elli Sukma	<ul style="list-style-type: none"> • Mandatory Accreditation Programme Part I • Mandatory Accreditation Programme Part II: Leading for Impact (LIP) • AOB Conversation with Audit Committee
	Ginny Yeow Mei Ying	<ul style="list-style-type: none"> • Understanding Cybersecurity Act 2024 • TRUST Principles With A Focus on Conflict of Interest • Gemini System Training • Talk Corporate Governance Leadership Forum
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 to NRC the responsibility to consider and approve the remuneration arrangements of the Directors and relevant Senior Management positions in the Group.</p> <p>The remuneration of the Directors is based on a fixed fee as agreed by the shareholders.</p> <p>Notwithstanding the above, the NRC will discuss the remuneration for the Directors and recommend to the Board in respect of any review on the remuneration for the Directors, if needed, having due regard to the performance of the Company.</p> <p>Other factors, such as Directors' duties and responsibilities, and time commitment, are also considered in the determination of remuneration payable. Nonetheless, the level of remuneration reflects the experience, expertise, and level of responsibilities undertaken by the Directors concerned.</p> <p>The remuneration strategy and practices for Senior Management ensure that complexities and individual responsibilities are aligned with business strategy and long-term objectives.</p> <p>A copy of the NRC's TOR is available on the Company's website at www.lianson.com.</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

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	:	As of 31 December 2025, the NRC consisted of three (3) members, with an Independent Non-Executive Director serving as Chairman. The Board is satisfied that the NRC effectively discharged its duties throughout 2025, particularly regarding its remuneration functions. These responsibilities included reviewing the remuneration for the Board, Board Committees, the MD, and key management personnel. The authority and duties of the NRC are governed by its TOR, which is publicly accessible on the Company’s website at www.lianson.com .	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 8.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>In line with best corporate governance practice, the disclosure of the Directors' remuneration on a named basis has been made in the Annual Audited Financial Statements over the years.</p> <p>The remuneration received by each of the Non-Executive Directors and the MD in 2025 is set out in the table below.</p> <p>For disclosure in this report, the amount of salary as set out in the table includes the employer's contribution to the Employees Provident Fund.</p> <p>Remark for the table below:</p> <p>a) 50% of the Director's Remuneration for Dato' Mohamed Sabri bin Mohamed Zain as nominee of Yinson Offshore Services Sdn. Bhd. ("YOSSB") on the Board of the Company is paid directly to YOSSB.</p>

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 Chern Wooi	Executive Director	-	-	1,416.0	495.0	-	456.5	2,367.5	-	-	1,416.0	495.0	-	456.5	2,367.5
2	Dato' Syed Yasir Arafat bin Syed Abd Kadir (resigned on 7 November 2025)	Non-Executive Non-Independent Director	117.2	15.5	-	-	-	-	132.7	117.2	15.5	-	-	-	-	132.7
3	Farina binti Farikhullah Khan	Independent Director	135.0	64.4	-	-	-	-	199.4	135.0	64.4	-	-	-	-	199.4
4	Dato' Syed Naqiz Shahabuddin bin Syed Abdul Jabbar	Independent Director	130.0	16.0	-	-	-	-	146.0	130.0	16.0	-	-	-	-	146.0
5	Captain Adarash Kumar A/L Chranji Lal Amarnath (appointed on 2 January 2025)	Independent Director	128.2	20.0	-	-	-	-	148.2	128.2	20.0	-	-	-	-	148.2
6	Ainul Azhar bin Ainul Jamal (resigned on 25 July 2025)	Independent Director	70.6	11.5	-	-	-	-	82.1	70.6	11.5	-	-	-	-	82.1
7	Dato' Mohamed Sabri bin Mohamed Zain (appointed on 19 August 2025)	Non-Executive Non-Independent Director	45.1	1.5	-	-	-	-	46.6	45.1	1.5	-	-	-	-	46.6
8	Puteri Liza Elli Sukma (appointed on 19 August 2025)	Independent Director	48.1	6.5	-	-	-	-	54.6	48.1	6.5	-	-	-	-	54.6

9	Ginny Yeow Mei Ying (appointed on 19 August 2025)	Independent Director	47.2	4.5	-	-	-	-	51.7	47.2	4.5	-	-	-	-	51.7
10	Lim Chern Yuan (appointed on 15 December 2025)	Non-Executive Non-Independent Director	8.4	-	-	-	-	-	8.4	8.4	-	-	-	-	-	8.4
11	Alif Omar bin Mohamad Omar (Alternate Director to Dato' Syed Yasir Arafat bin Syed Abd Kadir)(resigned on 1 April 2025)	Non-Executive Non-Independent Director	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>The Board is of the view that the disclosure of the Senior Management's remuneration that includes the top key Senior Management personnel in the Audited Financial Statements for FYE 2025 is adequate as it complies with the requirement of Paragraph 17 of the Malaysian Financial Reporting Standard 124 "Related Party Disclosures".</p> <p>The Group endeavours to hire the best talents and relies on its robust systems and processes, and oversight to ensure remunerations are competitive, managed strategically, and strongly linked to performance and potential. Disclosing the bands of RM50,000 would affect the competitiveness of the Group.</p> <p>Alternative Practice:</p> <p>The Board endeavours to fulfil this recommendation and will discuss further on the plan to meet the intended outcome.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
Timeframe	:	Choose an item.

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

Intended Outcome

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

Practice 8.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.1

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

Application	:	Applied	
Explanation on application of the practice	:	The ARMC Chairperson is Pn. Farina whereas the Chairman of the Board is Mr. CY Lim.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.2

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

Application	:	Applied	
Explanation on application of the practice	:	The TOR of the ARMC has been revised to include a cooling-off period of at least three (3) years before the former key audit partner and/or affiliate firm (including those providing advisory services, tax consulting, etc.) could be appointed as a member of the ARMC to safeguard the independence of the audit of the Company's 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

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 established the External Auditors' Appointment and Independence Policy and Procedure for the ARMC to assess the suitability, objectivity, and independence of the External Auditors. The assessment is carried out annually.</p> <p>The assessment is carried out annually prior to recommending the appointment/reappointment of the External Auditors to the Board for shareholders' approval, in ensuring that the independence and objectivity of the External Auditors as statutory auditors are not compromised. The ARMC carries out the review via an assessment checklist that covers competency, audit quality, and resource capacity of the External Auditors, as well as their independence and objectivity.</p> <p>In evaluating the External Auditors' independence, the ARMC has obtained annual confirmation from the External Auditors, PricewaterhouseCoopers PLT on their independence in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants ("IESBA Code"). The External Auditors also confirmed that they have fulfilled their ethical responsibilities in accordance with the By-Laws and the IESBA Code.</p> <p>In terms of appointing the External Auditors for non-audit services, due care is taken to ensure that the appointment does not impede the independence, quality, and conduct of the statutory audit. The ARMC has to be satisfied that the nature and extent of the non-audit services rendered by the External Auditors are reasonable for them to maintain objectivity, and that the level of non-audit fees is appropriate as not to impede the External Auditors' independence, before recommending the proposed engagement to the Board for approval.</p> <p>The details of the fees paid/payable to the External Auditors for their provision of statutory audit, audit-related, and non-audit services are set out in the Company's Annual Report 2025.</p>

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

Intended Outcome

There is 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	:	Following the resignation of Dato' Syed Yasir Arafat bin Syed Abd Kadir on 7 November 2025, he has also ceased to be a member of the ARMC. Accordingly, the ARMC currently comprises solely Independent Directors.

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.5

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

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

Application	:	Applied
Explanation on application of the practice	:	All members of ARMC possess the necessary qualifications/experience in financial and auditing matters. Their profiles are disclosed under the Directors' Profiles section set out in the Annual Report 2025 and on the Company's website. The members of the ARMC had attended various continuous training and development programmes as detailed earlier in this Corporate Governance Report. To keep abreast of relevant developments in accounting and auditing standards, the ARMC members are regularly briefed by the External Auditors on key changes in accounting standards, practices, and rules.
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 acknowledges its overall responsibility in establishing a sound system of risk management and internal control as well as reviewing its adequacy and effectiveness in identifying, assessing, and responding to risks to achieve the Group's objectives. The Board plays a pivotal role in providing risk oversight and determining the aggregate level and types of risk that the Group is willing to take in achieving its strategic objectives (risk appetite). The Board actively participates in the setting of the Group's objectives and strategies, and ensures the corresponding risks are adequately mitigated within its approved risk appetite.</p> <p>The Board has established the following frameworks to review the effectiveness, to implement, monitor, and improve risk management, and design internal controls to mitigate the associated risks:</p> <p>a) Risk Management Framework:</p> <p>The Risk Management Framework adopted by the Group is developed based on <i>ISO 31000: Risk Management – Principles and Guidelines</i> published by the International Organisation for Standardisation on 20 November 2009.</p> <p>This framework provides the foundation for designing, implementing, monitoring, reviewing, and continually improving risk management within the Company and its subsidiaries.</p> <p>b) Policy and Standard Operating Procedure ("SOP") Framework:</p> <p>The Company's Policy and SOP Framework is aligned with the Company's business operating model. The framework consists of the provision of Support Services for Financial Management, Information Management System, Human Resources Management, Communication and Investor Relations, Corporate Governance, Risk Management, Legal and Secretarial.</p> <p>The Board is of the view that the system of internal control and risk management in FYE 2025 is sound and sufficient to safeguard the</p>

	<p>Group's assets, as well as shareholders' investments, and the interests of customers, regulators, employees, and other stakeholders.</p> <p>The Statement on Risk Management and Internal Control set out in the Annual Report 2025 provides an overview of the internal control within the Group for the financial year under review.</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

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 acknowledges its responsibility for the Group's system of risk management and internal control, and for reviewing the effectiveness and integrity of this system. However, in view of the limitations inherent in any system, it should be noted that such a system of internal control is designed to manage, rather than to eliminate, the risks of failure to achieve the Group's objectives. Accordingly, it can only provide reasonable but not absolute assurance against material misstatements, frauds, losses, or breaches of laws and regulations.</p> <p>The Board has established an ongoing process for identifying, evaluating, and managing the significant risks faced by the Group. The Board shall continue to improve the system of internal control and review the controls in place, with the aim of ensuring that the system is adequate to mitigate the significant risks. Management assists the Board in the implementation of the Board's policies and procedures, and in the design, operation, and monitoring of suitable internal controls to mitigate and control these risks. This process has been in place for the financial year under review and up to the date of approval of the Statement of Risk Management and Internal Control disclosed in the Annual Report and is regularly reviewed by the Board through its ARMC, which is supported by the internal audit function and Risk Management Department.</p> <p>A Risk Management Framework was developed to support Management in ensuring that effective and efficient risk management processes and practices are embedded coherently across the Group. Key risk events were identified, evaluated, and communicated. Thus, appropriate measures were taken to control and mitigate these risks with oversight and guidance from the Board.</p> <p>The key risks affecting the achievement of the Group objectives identified by respective risk owners are categorised into four (4) types, namely:</p> <ul style="list-style-type: none">• Strategic risk;• Market risk;• Financial risk; and

	<ul style="list-style-type: none"> • Operational risk. <p>These risks are evaluated to determine the appropriate risk treatment and are managed through, among others:</p> <ul style="list-style-type: none"> • Ongoing monitoring of key economic changes, industry outlook, and regulatory developments; • Detailed policies and SOPs; • Established Limits of Authority; • Established Group’s Risk Criteria Matrix; • Setting and monitoring of KPIs; and • Periodic operational and financial reporting. <p>Review of key risks is performed on a quarterly basis, in which the Group risk profiles and rating, newly registered risks, corresponding risk mitigating actions identified, and their progress are discussed and presented to the Board through the ARMC.</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 Group has established an in-house internal audit function during the year. The principal role or function of the Internal Auditor (“IA”) is to undertake independent, regular, and systematic review and appraisal of the Group’s risk management, control, and governance processes designed and represented by Management, in order to assess their adequacy, effectiveness and robustness.</p> <p>To this end, the functions of the IA is to:</p> <ul style="list-style-type: none">• perform audit work in accordance with the pre-approved internal audit plan;• carry out reviews on the systems of internal control of the Group;• review and comment on the effectiveness and adequacy of the existing control policies and procedures; and• provide recommendations, if any, for the improvement of the control policies and procedures. <p>Independence is essential to the effectiveness of the internal audit function. Hence, to provide for the independence of the internal audit function, the IA reports directly to the ARMC.</p> <p>To ensure effective management and independence of the IA in the internal audit function, the ARMC is empowered by its TOR to oversee the internal audit function by:</p> <ul style="list-style-type: none">• reviewing and approving the annual internal audit plan;• reviewing the adequacy of the scope of internal audit and governance review, internal audit and governance review programmes, functions, and resources of the internal audit function, and ensuring that they have the necessary authority to carry out their work;• reviewing the reports prepared by the IA, discussing major findings and Management’s response, and ensuring that appropriate action is taken with respect to the recommendations of the IA;• approving any appointment or termination of senior staff members of the internal audit function (in case of an in-house function), and appointment or dismissal of outsourced Internal Auditors;

	<ul style="list-style-type: none"> • approving the fees to be paid to the outsourced Internal Auditors; • being informed of resignations of internal audit staff members and providing the resigning staff member with an opportunity to submit his/her reasons for resigning (in case of an in-house function); • reviewing and assessing the effectiveness of the internal audit function; • ensuring on an ongoing basis that the internal audit function has adequate and competent resources; and • monitoring closely any significant disagreement between the internal audit function and Management, irrespective of whether they have been resolved. <p>The ARMC has evaluated the performance, competency, and professionalism of the IA for FYE 2025 and is satisfied with the performance of the IA.</p>
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

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

Practice 11.2

The board should disclose—

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Group has established its in-house internal audit function during the year. The independence of the internal audit function is derived from its direct reporting and unfettered access to the ARMC.</p> <p>Following the decision to establish the internal audit function in-house, the function is currently led and managed by a single personnel, Mr Hean Yii Cherng Jeremie (“Mr Hean”). This arrangement is appropriate given the current size, scale, and complexity of the Group’s operations, with flexibility to expand resources as audit needs evolve.</p> <p>Mr Hean has relevant experience in internal audit and holds a Bachelor’s degree in International Business Management (Hons). He is a Member of the Information Systems Audit and Control Association (ISACA) and the Institute of Internal Auditors (IIA). He is free from any relationships or circumstances that could give rise to conflicts of interest, thereby preserving objectivity and independence in the performance of his internal audit duties.</p> <p>The internal audit function is governed by an Internal Audit Charter (“Charter”) that was approved by the Board. The Charter sets the mission, scope of activities, accountability, responsibility, and authority of the internal audit function.</p> <p>The internal audit function is carried out in accordance with a framework set by a recognised professional body, i.e., International Professional Practice Framework issued by the Institute of Internal Auditors, of which final communication of the internal audit plan, processes and results of the internal audit assessment are supported by sufficient, reliable and relevant information which signifies a satisfactory conclusion of the internal audit works.</p> <p>Further details of the internal audit functions are disclosed in the ARMC Report 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

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 welcomes the opportunity to engage with shareholders as it recognises the importance of a continuing effective dialogue, whether with institutional shareholders, private or employee shareholders. The Board takes responsibility for ensuring that such dialogue takes place. The MD and Senior Management are closely involved in investor relations, and the Strategic Communications Division has day-to-day responsibility for such matters. Dialogues with key institutional shareholders, fund managers, and analysts are organised throughout the year.</p> <p>Investors are kept informed of key business activities, decisions, and other key announcements on an ongoing basis via the announcements released to Bursa Securities, the Company's website, media releases, press releases, briefing sessions, press conferences, one-to-one meetings, and general meetings with shareholders.</p> <p>During FYE 2025, the Company has implemented the following to communicate with its shareholders:</p> <p>i. General meeting</p> <p>The Company's 13th AGM was held on 26 June 2025, and Extraordinary General Meetings ("EGM") were held on 27 January 2025, 26 June 2025 and 12 December 2025, respectively. The Chairman of the AGM and EGMs allowed a reasonable time for a question-and-answer ("Q&A") session in the AGM and EGMs of the Company to ensure that all subject matters tabled are thoroughly considered and debated.</p> <p>The minutes of the AGM and EGMs were uploaded onto the Company's website after the AGM and EGMs.</p> <p>ii. Announcements made to Bursa Securities</p> <p>Annual Report, Quarterly Financial Results, and various announcements were made to Bursa Securities in accordance with the Main Market Listing Requirements of Bursa Securities.</p>

	<p>iii. Annual Report</p> <p>The Annual Report for 2024, together with the Notice of AGM, was distributed to shareholders on 30 April 2025.</p> <p>iv. Company’s website</p> <p>Shareholders and the public can access the Company’s website, www.lianson.com, for information such as financial reports, Bursa Securities announcements, stock information, investor updates, investor relations contact, email alerts, and reports – AGM/EGM.</p> <p>v. Analyst briefing</p> <p>Analyst briefing was held four (4) times in FYE 2025 after the release of each Quarter's Financial Results.</p> <p>vi. One-on-one meeting</p> <p>The Group aims to communicate fully with fund managers, investors, and analysts upon request. One-on-one meetings with analysts and fund managers are held to provide updates on the Group’s strategy and financial performance.</p> <p>The Company’s website at www.lianson.com contains information on the Group, together with financial reports, presentations, and other information on the Group’s operations. A dedicated “Investor Relations Contact” section is available on the Company’s website. For any queries on investor relations matters, please contact the following:</p> <p>Telephone No: +6019-7643940 Email: ir@lianson.com</p> <p>The detailed communication with the stakeholders for FYE 2025 is disclosed in the Stakeholder Engagement as set out in the Sustainability Report of the Annual Report 2025.</p>
<p>Explanation for departure</p>	<p>:</p>
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p>Measure</p>	<p>:</p>

Timeframe	:		
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Intended Outcome

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

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

Practice 12.2

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

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

Intended Outcome

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

Practice 13.1

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

Application	:	Applied	
Explanation on application of the practice	:	The Company despatches the notice of its AGM to shareholders at least 28 days before the AGM of the Company, well in advance of the 21-day requirement under the CA 2026, the Company's Constitution, and the Main Market Listing Requirements of Bursa Securities. The additional time given to shareholders allows them to make the necessary arrangements to attend and participate in person or through corporate representatives or proxies. More importantly, it enables the shareholders to consider the resolutions and make an informed decision in exercising their voting rights at the AGM	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>The Board acknowledges the importance of the attendance of all Directors and the Chair of the ARMC and NRC in the general meetings to provide meaning full response to the questions addressed to them by the shareholders.</p> <p>During the 13th AGM and EGM held on 26 June 2025, Dato' Syed Yasir Arafat bin Syed Abd Kadir, being the Non-Independent Non-Executive Director did not attend due to prior commitments.</p> <p>Save for Dato' Syed Yasir Arafat bin Syed Abd Kadir, the other Directors, the Chair of the ARMC and NRC, Management and External Auditors/advisors were present at the general meetings to provide an effective engagement with the shareholders.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
Timeframe	:	Choose an item.

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 Company had on 27 January 2025 held two (2) EGMs on a fully virtual basis via online meeting platform by leveraging technology in accordance with Sections 327(1) and (2) of the CA 2016, the Constitution of the Company and Securities Commission Malaysia's Guidance and Frequently Asked Questions on the Conduct of General Meetings for Listed Issuers.</p> <p>(a) Remote shareholders' participation at the EGMs held on 27 January 2025</p> <p>The EGMs of the Company were held on a virtual basis via RPV facilities, which were available on the Company's share registrar, Boardroom Share Registrars Sdn. Bhd.'s ("Boardroom") online meeting platform at https://meeting.boardroomlimited.my. The registration for remote participation was opened at https://investor.boardroomlimited.com. Detailed procedures were provided to shareholders in the Administrative Guide. After verifying the details of shareholders based on the General Meeting Record of Depositors ("ROD"), the relevant shareholder was notified via e-mail by Boardroom that his/her registration for the remote participation at the EGMs of the Company had been approved. If the shareholder was already a user with Boardroom, he/she could log in with his/her username and password to submit the request to participate remotely via live streaming and online remote voting. An e-mail notification to confirm the shareholder's registration for RPV was then sent by Boardroom after its verification based on the General Meeting ROD, and upon the cut-off date and time for proxy form submission.</p> <p>(b) Voting in absentia</p> <p>Shareholders, proxies, and corporate representatives logged on with their usernames and passwords at the Boardroom's online meeting platform and participated remotely via live streaming.</p>

	<p>At the same time, they cast their votes online until the close of the voting session as announced by the Chairman of the Board.</p> <p>The scrutineers verified, and the Chairman of the Board announced the poll results for each resolution, which included votes in favour and against, upon which the Chairman declared that all the resolutions were carried. The poll results were also announced to Bursa Malaysia Securities via Bursa LINK on the same day for the benefit of all shareholders.</p> <p>The subsequent 13th AGM and EGMs of the Company were conducted physically in compliance with Paragraph 8.27A of the Main Market Listing Requirements of Bursa Securities. This is also in alignment with the Securities Commission Malaysia’s mandate requiring all public listed companies to hold general meetings in either physical or hybrid format, with effect from 1 March 2025. Notwithstanding that, shareholders are allowed to vote in absentia by appointing prox(ies) to vote on their behalf. This process involved the submission of proxy forms containing pre-determined instructions to ensure votes were cast on the shareholders’ behalf 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

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>At the commencement of the 13th AGM and the EGMs, the Chairman of the meetings briefed the shareholders, corporate representatives, and proxies present virtually at the Meetings of their right to ask questions and vote on the resolutions set out in the Notices of the Meetings.</p> <p>During the 13th AGM of the Company, under Agenda item 1 in which the audited financial statements were laid in accordance with Section 340(1)(a) of the CA 2016 for discussion only, Mr. CW Lim and the CFO of the Company, took the opportunity to engage with the shareholders, proxies and corporate representatives by giving a brief presentation which covered the following:</p> <ul style="list-style-type: none">(a) Overview of the Company;(b) Industry outlook;(c) Financial year 2024 performance review;(d) Financial highlights for the first quarter in 2025;(e) Prospects;(f) Key takeaways; and(g) Strong and qualified Management team behind LFG. <p>All Directors (save for Dato' Syed Yasir Arafat bin Syed Abd Kadir) and Senior Management were physically present at the 13th AGM of the Company to provide responses to the questions posed by shareholders, proxies, and corporate shareholders in relation to the agenda items, both prior to and during the 13th AGM of the Company.</p> <p>The Question and Answer ("Q&A") session was held for about 30 minutes during which the Board was fully engaged in responding to the questions received from the members, corporate representatives, and proxies.</p> <p>The CFO was also invited to provide the responses to relevant questions submitted during the meeting itself.</p>

	<p>There were some questions received after the Q&A session had ended. Hence, those questions were responded to by the Company via e-mail after the 13th AGM of the Company.</p> <p>Whilst the AGM is one of the platforms where shareholders can raise issues or seek explanation from the Board or Management, they are free to share their feedback and questions at ir@lianson.com at any time, outside of the AGM of the Company.</p>	
<p>Explanation for departure</p>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure</p>	:	
<p>Timeframe</p>	:	

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 :	Applied
Explanation on application of the practice :	<p>During the two (2) EGMs held on 27 January 2025, the Company leveraged the Remove Participation and Electronic Voting (“RPEV”) facilities provided by the share registrar, Boardroom, via https://meeting.boardroomlimited.my, which had enabled shareholders, proxies, and corporate representatives to submit questions to the Company through a typed query function.</p> <p>The shareholders, proxies, and corporate representatives submitted their questions at any time from the day of notice of EGM and up to the time when the meeting was in progress. During the Q&A session, the RPEV facilities are able to live broadcast the questions/remarks and answers, and the shareholders, proxies, and corporate representatives had experienced real-time interaction with the Board during the EGMs.</p> <p>Questions submitted by shareholders, proxies, and corporate representatives were made visible to all meeting participants during the meeting itself via RPEV facilities, thereby enhancing transparency and engagement throughout the EGMs.</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 13.6

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 proceedings of the 13 th AGM and EGMs held in 2025, including the responses to the questions raised by the members, proxies, and corporate representatives before and during the said AGM and EGMs were recorded in the minutes of the 13 th AGM and EGMs respectively. The duly confirmed minutes were uploaded on the Company’s website: www.lianson.com at Investor Relations – Shareholders Meeting (AGM & EGM) within 30 business days after the AGM and EGMs respectively.
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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