

CORPORATE GOVERNANCE REPORT

STOCK CODE : 7035
COMPANY NAME : CCK CONSOLIDATED HOLDINGS BERHAD
FINANCIAL YEAR : December 31, 2025

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

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

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

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board is responsible for the overall management of the Group. To ensure the effective discharge of its function and responsibilities, the Board delegates specific powers to several Board Committees, namely the Audit Committee, Nomination Committee, Remuneration Committee, and Risk Management Committee, to oversee the Group's affairs in accordance with their respective Terms of Reference as approved by the Board. These Board Committees do not have executive powers but report to the Board on all matters considered, providing their respective recommendations for the Board's approval.</p> <p>All proceedings, matters arising, and deliberations (including issues discussed and recommendations made) are formally recorded in minutes by the Secretaries of the respective Board Committees. These minutes are confirmed by the Committees, signed by the Chairmen, and subsequently reported to the Board. The Secretaries attend all Committee meetings. Upon invitation, Management representatives are present at these meetings to provide additional insights into specific matters as required.</p> <p>The Board assumes the following principal responsibilities:</p> <p>(a) Strategic Plans</p> <p>The Board develops the Company's strategy and monitors its performance and implementation. Management presents the annual budget, business and strategic plans for the ensuing year for the Board's review and approval. A comparison of actual performance against budgeted figures is presented at each quarterly meeting.</p> <p>(b) Conduct of Business</p> <p>The Group Managing Director is responsible for the day-to-day management of the Group's business and operations. He is supported by the Board Committees and Senior Management. The Group's</p>

	<p>performance is assessed by the Board through various financial and operational reports presented at each quarterly meeting.</p> <p>(c) Risk Management The Risk Management Committee reports to the Board on the risks faced by the Group, and the adequacy of compliance and controls. Further details are set out in Practices 10.1 and 10.2 of this Report.</p> <p>(d) Internal Control The Board is ultimately responsible for the adequacy and integrity of the Group’s internal control systems. Details are set out in Practices 11.1 and 11.2 of this Report.</p> <p>(e) Sustainability The Board integrates sustainability opportunities and risks into the Company’s strategies, business plans and risk management framework. Details are set out in Practices 4.1 to 4.5 of this Report.</p> <p>(f) Communication with Stakeholders The Board continuously engages with shareholders and other stakeholders through various platforms, as detailed in Practice 12.1 of this Report.</p> <p>(g) Succession Planning To ensure a robust succession framework, the Nomination Committee is entrusted to undertake annual evaluations of the Board as a whole, the Board Committees, and individual Directors. These assessments consider their contribution, experience, effectiveness, skill and independence.</p> <p>(h) Corporate Governance and other matters The Board is responsible for maintaining a high standard of corporate governance. This includes the approval of quarterly results and annual financial statements, the recommendation of dividends, and the proposal of acquisitions and disposals of significant undertakings and properties.</p> <p>In discharging their duties and responsibilities, all Directors have full access to the Senior Management, the Company Secretaries, independent professional advisors, and both Internal and External Auditors in appropriate circumstances for professional advice and services as well as additional insights on the Group’s operations and corporate matters. Directors are provided with relevant information and reports on regulatory, financial, audit and operational matters to facilitate informed decision-making.</p>
<p>Explanation for departure</p>	<p>:</p>

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

Measure :		
Timeframe :		

Intended Outcome

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

Practice 1.2

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

Application	:	Applied
Explanation on application of the practice	:	YBhg. Tan Sri Datuk Tiong Su Kouk is the Chairman of the Board. His primary responsibilities are to instil good corporate governance practices and ensure Board effectiveness. The key responsibilities of the Chairman include, but are not limited to, the following: <ul style="list-style-type: none">♦ Leading the Board to establish and monitor good corporate governance practices;♦ Leading the Board to ensure it performs its responsibilities effectively;♦ Setting agendas for Board meetings, presiding over Board meetings, encouraging effective contribution from each Board member, and ensuring sufficient time for deliberation on all issues;♦ Ensuring that Board members receive complete and accurate information in a timely manner; and♦ Ensuring that appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the Board.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>The positions of the Chairman and the Group Managing Director are held by two different individuals. The roles of the Chairman and the Group Managing Director are distinct and separate to ensure a balance of power and authority, thereby achieving optimum decision-making.</p> <p>The Chairman, YBhg. Tan Sri Datuk Tiong Su Kouk, is primarily responsible for corporate governance practices and Board effectiveness. The responsibilities of the Chairman include, but are not limited to, the following:</p> <ul style="list-style-type: none">♦ Leading the Board to establish and monitor good corporate governance practices;♦ Leading the Board to ensure it performs its responsibilities effectively;♦ Setting agendas for Board meetings, presiding over Board meetings, encouraging effective contribution from each Board member, and ensuring sufficient time for deliberation on all issues;♦ Ensuring that Board members receive complete and accurate information in a timely manner; and♦ Ensuring that appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the Board. <p>The Group Managing Director, Mr. Tiong Chiong Hiiung is the chief spokesperson of the Group and acts as the conduit between the Board and the Management. The responsibilities of the Group Managing Director include, but are not limited to, the following:</p> <ul style="list-style-type: none">♦ Ensuring the implementation of Group strategies, Board policies and decisions, and business plans;♦ Ensuring the efficiency and effectiveness of the day-to-day management and business operations of the Group;♦ Bringing material and other relevant matters to the attention of the Board in a timely manner;♦ Ensuring continuous improvement in the quality and value of the products and services provided by the Group; and♦ Assessing business opportunities and ensuring the Group remains competitive within the industry.

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 :	YBhg. Tan Sri Datuk Tiong Su Kouk, the Chairman of the Board, is a member of the Audit Committee and Nomination Committee, and also serves as the Chairman of the Remuneration Committee.
	<p>The Board remains of the view that YBhg. Tan Sri Datuk Tiong Su Kouk, as the founder and Chairman of the Group, possesses an unparalleled wealth of industry experience and strategic insights that are fundamental to the Group's continued growth and stability.</p> <p>The Chairman's participation in the Audit, Nomination, and Remuneration Committees ensures that the Committees' deliberations and oversight are aligned with the Group's core business values, and facilitate a more holistic and informed decision-making process.</p> <p>The Board is satisfied that the Chairman has consistently demonstrated objectivity and professionalism in his conduct and does not exert undue influence that would compromise the independence of the Committees' functions.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

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>Both Company Secretaries are qualified secretaries as required under the Companies Act 2016. They are members of The Malaysian Institute of Chartered Secretaries and Administrators (MAICSA). They are competent in carrying out their duties and play vital supporting and advisory roles to the Board and the Group on issues relating to compliance with regulatory requirements and corporate governance. The Directors have direct access to the advice and services of the Company Secretaries.</p> <p>The Company Secretaries constantly keep themselves abreast of regulatory changes and corporate governance developments through attendance at relevant conferences and training programmes. They have attended various Continuous Professional Development (CPD) programmes and have fulfilled the CPD hours required by MAICSA and the Companies Commission of Malaysia (CCM) for acting as practicing company secretaries.</p> <p>They ensure adherence to and compliance with the policies, procedures, regulatory requirements, and corporate governance best practices. They also update the Board on developments regarding relevant regulatory requirements, corporate governance disclosures, policies, and guidance.</p> <p>They attend and ensure that all Board and Committee meetings are properly convened, and that deliberations and decisions at these meetings are accurately and sufficiently captured in the minutes.</p> <p>The Board is satisfied with the performance and support rendered by the Company Secretaries in assisting the Board to discharge its functions effectively.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 1.6

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

Application	:	Applied	
Explanation on application of the practice	:	<p>To facilitate Directors' time planning, all Directors are provided with the annual calendar, which includes scheduled dates for Board and Committee meetings, prior to the commencement of the new financial year. Notice and agendas for Board and Committee meetings are circulated to the Directors at least fourteen (14) days before the meeting dates. To ensure informed decision-making, Directors are provided with comprehensive meeting materials, including minutes of previous meetings and relevant supporting documents, at least seven (7) days prior to the meetings.</p> <p>This practice allows Directors to have sufficient time to review the materials, seek clarifications, and prepare for effective deliberation during the meetings.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 2.1

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board Charter serves as a primary reference for Board members in the discharge of their fiduciary duties.</p> <p>The Board Charter clearly sets out, among others, the roles, responsibilities, and functions of the Board, Board Committees, and individual Directors. It defines the functions and authorities reserved for the Board versus those delegated to the Board Committees and Management, the separation of responsibilities between the Chairman and the Group Managing Director, and the processes for convening meetings. The Terms of Reference of the Board Committees and the Code of Ethics also form an integral part of the Board Charter.</p> <p>Key matters reserved for the Board's approval include quarterly and annual financial statements, business strategies, the annual budget, and major capital expenditure. The Board recommends dividends and proposes acquisitions and disposals of significant undertakings and properties, as well as the issuance of securities. All matters not specifically reserved for the Board that are necessary for day-to-day operations are delegated to the Management.</p> <p>The Board is also responsible for ensuring its members undergo training programmes tailored to their needs to update their knowledge and enhance their skills. This keeps them abreast of the latest developments in the industry, particularly regarding relevant regulations and financial reporting standards, enabling active and informed participation in Board deliberations.</p> <p>Updates on statutory and regulatory requirements, as well as Financial Reporting Standards, are provided by the Company Secretaries, the Senior Finance Manager, and the External Auditors from time to time.</p> <p>The Board reviews the Board Charter periodically to ensure it remains consistent with current laws, regulations, and the objectives of the Board. The Board Charter is available on the Company's website at www.cck.com.my.</p>

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

Intended Outcome

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

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

Practice 3.1

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Code of Conduct (“the Code”) for Directors is in place to enhance the standard of corporate governance and behaviour, to uphold the spirit of social responsibility and accountability, and to safeguard the integrity, performance, and reputation of the Group.</p> <p>The Code provides principles relating to Directors’ duties to act in the public interest and the best interests of the Group. It covers areas including, among others, ethical behaviour, regulatory compliance, time commitment, conflict of interest, and dealings in securities. A summary of the Code and the Company’s Anti-Bribery and Corruption Policy are made available on the Company’s website at www.cck.com.my. The Code is reviewed periodically to ensure it remains relevant.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 3.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board has in place a Whistleblowing Policy to maintain an environment of integrity and ethical behaviour within the Group. The Policy provides an avenue for all employees and stakeholders to raise concerns regarding any improper conduct or wrongdoing within the Group.</p> <p>The Board is responsible for overseeing the implementation of the Whistleblowing Policy. A whistleblower may raise concerns to the Group Managing Director or the Chairman of the Audit Committee ("AC") if they deem it inappropriate to report to their immediate superior or Head of Department.</p> <p>The progress of any investigation, as well as the proposed course of action from the investigating team, will be reported to the Group Managing Director or the Chairman of the AC for deliberation. Any decisions made will be implemented promptly to address the matter.</p> <p>A whistleblower who makes a report in good faith is assured that their identity will be kept confidential and they will be protected from any detrimental or retaliatory action.</p> <p>The Whistleblowing Policy is made available on the Company's website at www.cck.com.my.</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 4.1

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

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board acknowledges its responsibility as a member of the community to work collectively towards long-term sustainability. The Board recognises that integrating sustainability into its operations is vital for the Group's long-term sustenance and remains dedicated to servicing its customers and the wider community.</p> <p>To ensure effective oversight, distinct functions and responsibilities have been assigned to the Board of Directors, the Sustainability Steering Committee and the Sustainability Working Group. This governance structure ensures that sustainability strategies are effectively implemented across all levels of the Group.</p> <p>Twelve (12) Key Material Sustainability Matters have been identified and mapped in the Materiality Matrix, as detailed in the Sustainability Statement on pages 29 to 32 of the Annual Report 2025.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Company fosters transparent communication with a diverse array of stakeholders. Key stakeholders, alongside their associated material sustainability matters and ongoing engagement efforts, are outlined in the Sustainability Statement of the Annual Report.</p> <p>Through the consideration of both internal and external risks, as well as the viewpoints of stakeholders, the Company has established priorities and targets to ensure that sustainability performance can be effectively monitored and measured. This approach ensures that the Group's sustainability journey remains aligned with the expectations of its stakeholders.</p> <p>Detailed disclosures regarding these priorities and targets are set out in the Sustainability Statement on pages 39 to 46 of the Annual Report.</p> <p>The Company has compiled sustainability performance data across the Group and submitted it via CSI Platform. The tables illustrating the reporting data generated from the system are outlined in the Sustainability Statement of the Annual Report.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>Through the materiality assessment process, the Company has identified potential sustainability risks and opportunities, including climate-related risks, that hold relevance and significance for both the business and its stakeholders. Proactive strategies, including relevant policies and measures, have been formulated to address these issues.</p> <p>The Board maintains its oversight of these matters through periodic updates and briefings from the Sustainability Steering Committee. These sessions ensure the Board remains informed of the Group's sustainability progress and the evolving regulatory landscape, enabling informed decision-making on ESG-related risks.</p> <p>Detailed disclosures regarding these risks, opportunities, and strategies are set out in the Sustainability Statement on pages 29 to 38 of the Annual Report.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.4

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

Application	:	Applied	
Explanation on application of the practice	:	The performance evaluation of the Board and Senior Management includes a review of their effectiveness in addressing the Group’s material sustainability risks and opportunities. This ensures that leadership remains accountable for the Group’s sustainability performance and that ESG (Environmental, Social, and Governance) considerations are integrated into the Group’s long-term strategic goals.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.5- Step Up

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

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

Application	:	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 5.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Nomination Committee ("NC") conducted an annual review of the composition of the Board to ensure that the Board comprises an appropriate mix of skills, knowledge, experience, competencies, diversity and independence. None of the Independent Directors has exceeded the cumulative term limit of nine (9) years.</p> <p>The NC has reviewed and assessed the performance of each retiring Director in accordance with Articles 122 and 127 of the Company's Constitution. The following Directors have offered themselves for re-election at the forthcoming Annual General Meeting ("AGM"):</p> <ul style="list-style-type: none">• Tan Sri Datuk Tiong Su Kouk• Lau Liong Kii• Ling Ting Leong @ Ling Chong Seng <p>The NC expressed satisfaction with the performance and contribution of the retiring Directors and recommended to the Board that the resolutions for their re-election to be tabled at the forthcoming 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 5.2

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

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Board comprises nine (9) members: the Non-Independent Non-Executive Chairman, the Executive Vice Chairman, the Group Managing Director, three (3) Executive Directors, and three (3) Independent Directors. Independent Directors make up 33% of the Board; they possess the requisite experience, skills, qualifications, and core competencies to provide balanced, objective, and independent judgment to the Board's decision-making process.	
		The Board is satisfied that its current size and composition are appropriate for the Group's scale of operations and industry-specific requirements. The Board believe that the existing Directors provide an optimum mix of skills, expertise, and perspectives conducive to effective stewardship and sound decision-making.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

Intended Outcome

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

Practice 5.3

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	
	:	During the financial year under review, none of the Independent Directors has served on the Board for a cumulative term of more than nine (9) years.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.4 - Step Up

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

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

Intended Outcome

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

Practice 5.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board recognises the importance of having a diverse Board and is satisfied that its current size and composition enable effective oversight, delegation of responsibilities, and productive deliberations among members, leading to optimal decision-making.</p> <p>The Board has in place a Policy on Nomination and Election Process for the Board and Key Senior Management. The Nomination Committee is tasked with reviewing and recommending the appointments of Directors, taking into account the existing diversity in industry experience, mix of skills, characteristics, qualifications, age, gender, as well as the time commitment required from potential candidates.</p> <p>The Board is guided by the Directors' Fit and Proper Policy in its review and assessment of candidates for Board appointments, as well as Directors seeking re-election. This ensures they possess the character, experience, integrity, competence, and time to effectively discharge their roles. The Directors' Fit and Proper Policy is available for viewing on the Company's website at www.cck.com.my.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.6

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The process for the nomination and appointment of Board members and Senior Management is guided by the Policy on Nomination and Election Process and the Directors' Fit and Proper Policy.</p> <p>Potential candidates may be proposed by existing Directors, Senior Management, or shareholders. The Board recognises the importance of independent sourcing and may identify candidates through directors' registries, independent search firms, or open advertisements.</p> <p>In reviewing and recommending appointments to the Board, the Nomination Committee ("NC") considers the candidate's skills, expertise, experience, professionalism, integrity, and capabilities. The NC also evaluates the candidate's age, time commitment, directorships in other companies, and in the case of an Independent Director, their independence. Furthermore, the NC ensures that any appointment aligns with the composition requirements of the Board and its Committees.</p> <p>Upon appointment, new Directors undergo an induction programme. This includes visits to the Group's operating units, and meeting with Senior Management to facilitate a comprehensive understanding of the Group's business and operations. The Company Secretaries ensure that all appointments are executed in compliance with all legal and regulatory obligations.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.7

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Nomination Committee (“NC”) assesses the eligibility of Directors for re-election annually. This assessment considers their individual competencies, contributions and time commitments, their demonstrated ability to act in the best interests of the Company, as well as their continued meeting of the criteria set out in the Directors’ Fit and Proper Policy.</p> <p>The profiles of the retiring Directors, along with explanatory notes in the Notice of Annual General Meeting (“AGM”) provide comprehensive information to enable shareholders to make informed decisions regarding re-election of Directors.</p> <p>The Board is satisfied that the NC has effectively and efficiently discharged its roles and responsibilities in accordance with its terms of reference, and the Board supports the proposed re-election of the Directors at the forthcoming 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	:	<p>The Nomination Committee (“NC”) comprises four (4) members, all of whom are Non-Executive Directors, with a majority being Independent Directors. The composition of the NC is as follows:</p> <hr/> <p>Chairman: Dato Sim Kheng Boon (<i>Independent Director</i>)</p> <p>Members: Tan Sri Datuk Tiong Su Kouk (<i>Non-Independent Non-Executive Director</i>) Ling Ting Leong @ Ling Chong Seng (<i>Senior Independent Director</i>) Wong Siaw Wei (<i>Independent Director</i>)</p> <hr/>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 5.9

The board comprises at least 30% women directors.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Board currently comprises one (1) female Director out of nine (9) members, representing 11% of the total Board composition.	
		The Board recognises the value of gender diversity in bringing varied perspectives to the decision-making process. The Board prioritises professional merit in its recruitment process while remaining open to female candidates who can offer diverse perspectives. The Board is satisfied that its current size and composition offer a balanced mix of expertise, age, and gender, which are conducive to effective stewardship and sound decision-making.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

Intended Outcome

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

Practice 5.10

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Board acknowledges the importance and benefits of gender diversity. In line with this, the Policy on Nomination and Election Process ensures that Board diversity is a key consideration during its recruitment exercise as vacancies arise.</p> <p>The Nomination Committee ("NC") consistently considers the benefits of diversity when identifying and recommending new candidates for Board memberships. The Board ensures the Company retains its competitive advantage by maintaining an optimum mix of skills, expertise, perspectives, age, and gender.</p> <p>The policy regarding the appointment of new Directors is outlined below:</p> <p>Identification and Evaluation</p> <p>The NC utilises methods it deems appropriate for identifying candidates, and engages in a robust evaluation process, including a thorough review of the candidate's background and qualifications.</p> <p>Potential candidates may be proposed by existing Directors, Senior Management, shareholders, or third-party referrals.</p> <p>Selection criteria</p> <p>In formulating its recommendation, the NC considers the following attributes:</p> <ul style="list-style-type: none">(a) Possession of the requisite intelligence, expertise, qualification and experience to make a significant contribution to the Board;(b) Personal integrity and the highest standards of moral and ethical character;(c) The ability to bring a range of skills and diverse perspectives to the Board's deliberations;(d) A strong understanding of the business environment and governance processes; and(e) An intense dedication to serving the interests of the shareholders.
Explanation for departure	:	

<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	: Please explain the measure(s) the company has taken or intend to take to adopt the practice.
Timeframe	: 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 Nomination Committee (“NC”) met once during the financial year under review. The Board through the NC conducted an annual assessment of the performance of the Board as a whole and the Board Committees. Additionally, an assessment of each individual Director was conducted based on a peer-assessment approach, with the findings reviewed by the NC. The evaluation process included the following:</p> <ul style="list-style-type: none">(a) reviewed the mix of skills, character, experience, integrity, core competences, and other qualities required for the Board, as well as their time commitment and Board balance;(b) evaluated the performance and effectiveness of the Board as a whole, including the contributions of each individual Director;(c) evaluated the performance and independence of the Independent Directors;(d) evaluated the performance and effectiveness of the Board Committees and their members;(e) assessed and recommended to the Board those Directors due for retirement by rotation pursuant to the Company’s Constitution for continuation in service; and(f) assessed the training needs of the Directors. <p>The effectiveness of the Board as a whole was assessed in the areas of structure, roles and responsibilities, operations, and sustainability. The Board Committees were assessed in terms of their structure, accountabilities, and responsibilities. Each individual Director, including the Board Chairman, was assessed based on their contribution, participation, performance, and capability, as well as their independence in the case of Independent Directors.</p> <p>Upon its annual assessment and evaluation, the NC was satisfied that:</p>

	<ul style="list-style-type: none"> (a) the current size and composition of the Board are optimum and conducive to effective discussion and decision-making; (b) the Board is diverse, with an appropriate mix of skills, experience, core competencies, and age; and (c) all members of the Board are suitably qualified to hold their positions as Directors of the Company in view of their respective academic and professional qualifications, experience, integrity, core competencies, and their time devoted to discharging their functions and duties. 		
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 :	<table border="1" style="width: 100%; height: 40px;"> <tr> <td style="width: 50%;"></td> <td style="width: 50%;"></td> </tr> </table>		

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 has in place a formal Remuneration Policy to determine the remuneration of Directors. This policy is designed to attract, motivate, and retain high-caliber talent while ensuring that compensation is commensurate with the demands, complexities, and performance of the Group, as well as the individual's skills and experience.</p> <p>For Executive Directors, the remuneration package includes a mix of fixed and variable elements including base salary, fees, allowances, performance-linked incentives. These are designed to align individual interests with the Group's long-term strategic objectives.</p> <p>Remuneration for Non-Executive Directors consists of fixed annual fees and meeting allowances, reflecting their experience and the level of responsibility undertaken.</p> <p>The Remuneration Committee ("RC") reviews individual packages annually, consulting with the Nomination Committee where necessary. To maintain objectivity, Directors abstain from all deliberations and voting regarding their own remuneration. The Board recommends all Directors' fees and benefits for shareholders' approval at the Annual General Meeting.</p> <p>The RC reviews the Policy periodically to ensure continued alignment with market practices.</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	:	Departure
Explanation on application of the practice	:	Please provide an explanation on how the practice is being applied.
Explanation for departure	:	<p>The Remuneration Committee ("RC") comprises five (5) members. While the RC currently includes Executive Directors to provide essential operational context and industry-specific insights, the Board maintains a majority of Non-Executive Directors to ensure balanced deliberations. The members are as follows:</p> <hr/> <p>Chairman: Tan Sri Datuk Tiong Su Kouk (<i>Non-Independent Non-Executive Director</i>)</p> <p>Members: Tiong Chiong Hiiung (<i>Executive Director</i>) Lau Liong Kii (<i>Executive Director</i>) Dato Sim Kheng Boon (<i>Independent Director</i>) Wong Siaw Wei (<i>Independent Director</i>)</p> <hr/> <p>The RC reviews the Group's remuneration packages annually through a transparent process, ensuring that recommendations to the Board account for the commitment, responsibilities, and performance of both individuals and the Group. In determining these packages, the RC evaluates the experience, skills, and complexities required to drive the Group's strategic objectives. The Board is satisfied that the RC has effectively discharged its roles in accordance with its Terms of Reference, which is available on the Company's website at www.cck.com.my.</p> <p>The Board determines the proposed Directors' fees and benefits, which are then recommended for shareholders' approval at the Annual General Meeting ("AGM").</p>

	<p>To maintain strict objectivity, each Director abstains from all deliberations and decisions concerning their own remuneration at both the Committee and Board levels. Furthermore, Directors who are also shareholders abstain from voting on resolutions regarding their own fees during the AGM.</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

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

Practice 8.1

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

Application	:	Applied
Explanation on application of the practice	:	The detailed disclosure of the remuneration for each individual Director on a named basis, including a breakdown of fees, salaries, bonuses, allowances, and benefits-in-kind for the financial year ended 31 December 2025, is set out in the attached table.

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	Chong Shaw Fui	Executive Director	9	2	Input info here	Input info here	Input info here	Input info here	12	10	2	302	201	20	Input info here	536
2	Tiong Chiong Hiiung	Executive Director	11	2	Input info here	Input info here	Input info here	Input info here	13	12	2	858	1287	257	Input info here	2,417
3	Tiong Chiong Soon	Executive Director	9	2	Input info here	Input info here	Input info here	Input info here	12	11	2	159	106	31	Input info here	312
4	Kueh Chung Peng	Executive Director	9	2	Input info here	Input info here	Input info here	Input info here	12	11	2	341	227	13	Input info here	596
5	Lau Liong Kii	Executive Director	11	2	Input info here	Input info here	Input info here	Input info here	13	12	2	159	106	6	Input info here	287
6	Tan Sri Datuk Tiong Su Kouk	Non-Executive Non-Independent Director	181	4	Input info here	Input info here	Input info here	Input info here	185	199	4	Input info here	Input info here	Input info here	Input info here	204
7	Ling Ting Leong @ Ling Chong Seng	Independent Director	64	4	Input info here	Input info here	Input info here	Input info here	68	64	4	Input info here	Input info here	Input info here	Input info here	68
8	Dato Sim Kheng Boon	Independent Director	66	4	Input info here	Input info here	Input info here	Input info here	70	66	4	Input info here	Input info here	Input info here	Input info here	70
9	Wong Siaw Wei	Independent Director	68	4	Input info here	Input info here	Input info here	Input info here	72	68	4	Input info here	Input info here	Input info here	Input info here	72
10	Input info here	Independent Director	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
11	Input info here	Independent Director	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

Intended Outcome

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

Practice 8.2

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

Application	:	Not applicable – adopted Step Up 8.3	
Explanation on application of the practice	:		
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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

Intended Outcome

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

Practice 8.3 - Step Up

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

Application	:	Adopted
Explanation on adoption of the practice	:	The five (5) Executive Directors of the Company also function as the Key Senior Management of the Group, holding the primary responsibilities for management and strategic decision-making. As their detailed remuneration has been fully disclosed on a named basis under Practice 8.1 of this Report, the Company has effectively complied with the disclosure requirements for Key Senior Management.

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 Audit Committee ("AC") comprises four (4) members, three (3) of whom are Independent Directors, and one (1) Non-Independent Non-Executive Director. The AC is chaired by Ms. Wong Siaw Wei, an Independent Director. To ensure effective checks and balances and to maintain the objectivity of the Board's review of the AC's findings, Ms. Wong is not the Chairman of the Board.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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	:	In line with the Malaysian Code on Corporate Governance, the Audit Committee's Terms of Reference require a former audit partner of the Company's external audit firm to observe a cooling-off period of at least three (3) years before being considered for appointment as a member of the Audit Committee. This policy ensures that the Audit Committee remains objective and free from any conflict of interest or undue influence.
Explanation for departure	:	
		Please provide an alternative practice and explain how the alternative practice meets the intended outcome.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
Timeframe	:	Choose an item.

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 Audit Committee ("AC") conducted an annual assessment of the suitability, objectivity, and independence of the External Auditors. This evaluation utilised a structured worksheet covering key criteria such as the competency and calibre of the lead engagement partner and team, resource adequacy, communication openness, and their ability to adapt the audit plan to evolving risks and updated accounting standards.</p> <p>To ensure candid discussion, the AC held two (2) private sessions with the External Auditors without the presence of other Board members and Management during the financial year under review.</p> <p>Following the assessment, the AC was satisfied with the External Auditors' performance and independence. The External Auditors provided written assurance of their independence in accordance with the By-Laws (<i>on Professional Ethics, Conduct and Practice</i>) of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' <i>International Code of Ethics for Professional Accountants (including International Independence Standards)</i> ("IESBA Code")</p> <p>Furthermore, the AC reviewed the non-audit services provided by the External Auditors and their affiliates and was satisfied that they did not in any way impair their objectivity and independence as External Auditors to the Group. Consequently, the Board, upon the AC's recommendation, has proposed the re-appointment of the External Auditors at the upcoming Annual General Meeting.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application :	Not Adopted
Explanation on adoption of the practice :	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Audit Committee comprises the following four (4) members, all of whom are Non-Executive Directors, with a majority being Independent Directors:</p> <hr/> <p>Chairperson: Wong Siaw Wei (<i>Independent Director</i>)</p> <p>Members: Tan Sri Datuk Tiong Su Kouk (<i>Non-Independent Non-Executive Director</i>) Dato Sim Kheng Boon (<i>Independent Director</i>) Ling Ting Leong @ Ling Chong Seng (<i>Senior Independent Director</i>)</p> <hr/> <p>All members of the AC are financially literate and possess a diverse range of knowledge, expertise, and experience. They maintain a strong understanding of the Group's business operations and the specific financial reporting matters under the AC's purview, which contributes to the overall effectiveness of the AC. Ms. Wong Siaw Wei is a member of the Malaysian Institute of Accountants (MIA) and a Fellow of the Association of Chartered Certified Accountants (FCCA).</p> <p>During the financial year under review, the AC members discharged their duties in accordance with the AC's Terms of Reference. Detailed activities of the AC are disclosed in the Audit Committee Report on pages 59 to 60 of this Annual Report.</p> <p>To ensure they remain effective, the AC members proactively enhanced their skills by attending relevant training programmes focused on developments in accounting and auditing standards, regulatory practices, and corporate governance updates.</p>

	The Board, having reviewed the performance of the AC and its members, is satisfied that the AC and its members have discharged their functions, duties, and responsibilities in accordance with its Terms of Reference.	
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, through its Risk Management Committee ("RMC") and Audit Committee ("AC"), oversees the Group's Risk Management and Internal Control Framework ("Framework"). This Framework is designed to safeguard the Group's assets, shareholders' investments, and the interests of customers, employees, and other stakeholders. The Board affirms its overall responsibility for the continuous review of the Framework's adequacy and effectiveness.</p> <p>The RMC, supported by an outsourced external risk management advisor, assesses and monitors the effectiveness and consistency of risk management practices across the Group. Simultaneously, the AC, with the assistance of an outsourced independent Internal Audit Function, conducts audits on key business units and processes in accordance with globally recognised internal auditing standards.</p> <p>The Framework is embedded within the Group's corporate culture and covers strategic, operational, financial, information technology, regulatory compliance, sustainability, and external environment risks.</p> <p>The Board recognises that the Framework is designed to manage and mitigate, rather than eliminate, the risk of failure to achieve the Group's strategic objectives. It operates within the risk appetite and tolerance levels set by the Board. Consequently, the Framework provides reasonable, but not absolute, assurance against material misstatement, loss, or fraud.</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	:		
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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, through the Risk Management Committee (“RMC”) and Audit Committee (“AC”), maintains ongoing oversight of the Group’s Risk Management and Internal Control Framework (“Framework”).</p> <p>Detailed risk reports encompassing all key business risks are presented and deliberated during RMC meetings. The Group’s risk tolerance is clearly defined through a Risk Rating Matrix, which scales risks based on the likelihood of occurrence and the magnitude of their impact. This allows the Board to prioritize resources toward high-impact areas.</p> <p>The AC deliberates on internal audit reports to ensure that control gaps are addressed promptly. To maintain high integrity, any instances of fraud or significant incidents are to be reported to the Chairman of the AC and the Group Managing Director immediately upon discovery.</p> <p>The adequacy and effectiveness of the Framework are supported by a comprehensive suite of Standard Operating Procedures, policies, insurance coverage, and robust information and communication systems.</p> <p>A detailed description of the features and state of the Framework is provided in the Statement on Risk Management and Internal Control on pages 56 to 58 of this Annual Report.</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 10.3 - 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 Board is supported by the Audit Committee (“AC”) in overseeing the Internal Audit Function (“IAF”). To maintain objectivity and independence, the Group has outsourced its IAF to an independent professional consulting firm. The IAF reports directly to the AC, ensuring it remains free from Management interference.</p> <p>To ensure the effectiveness and independence of the IAF, the AC has performed the following during the financial year:</p> <ul style="list-style-type: none"> • Reviewed and approved the risk-based Annual Internal Audit Plan to ensure adequate scope and coverage of the Group’s key activities; • Reviewed and deliberated on the internal audit reports, including audit results, and observations; and • Monitored the implementation of corrective measures and recommendations to ensure that internal control weaknesses were addressed promptly. <p>The AC is satisfied that the outsourced IAF is adequately resourced and possesses the necessary authority and competency to carry out its duties. Further details of the IAF's activities are provided in the Audit Committee Report on page 60 of this Annual Report.</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 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’s Internal Audit Function (“IAF”) is outsourced to an independent professional services firm. To maintain objectivity, the firm has confirmed that it did not encounter any conflict of interest situations regarding its personnel during the financial year under review.</p> <p>The engagement director-in-charge is Ms. Josephine Lim Chia Yen, who holds a Bachelor of Commerce (Finance) degree and a Master of Science in Information Technology. Ms. Josephine Lim Chia Yen is a Certified Internal Auditor (“CIA”) accredited by the Institute of Internal Auditors (IIA), USA. She brings over 20 years of internal audit experience across various industries, including retail, poultry, aquaculture, and food services. She is supported by three (3) team members who possess the relevant knowledge and expertise in internal control assessments.</p> <p>The IAF conducts its activities based on a risk-based approach and is guided, in all material aspects, the Global Internal Audit Standards (“GIAS”) issued by the Institute of Internal Auditors Inc.</p> <p>Further details regarding the IAF’s activities and scope are provided in the Audit Committee Report on page 60 of this Annual Report.</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 ensures that communication between the Company and its shareholders and various stakeholders is transparent, timely, and characterised by high-quality disclosures, enabling stakeholders to make informed investment decisions.</p> <p>The Company continuously engages with its stakeholders through various platforms, including announcements to Bursa Malaysia Securities Berhad, disclosures on the Company's website, institutional investor meetings, and Q&A sessions during general meetings.</p> <p>The Company, via its website, disseminates vital information including corporate governance policies, Terms of Reference of the Board Committees, financial statements, annual reports, and material announcements.</p> <p>The Investor Relations (IR) function facilitates a deeper understanding of the Group's strategic direction and serves as a vital link between the Company and the investment community. Stakeholders are encouraged to direct queries to the IR team at sam@bcta.com.my.</p> <p>In 2025, the Company hosted site visits for fund managers and research analysts at our Kuching outlets and supermarket, supplemented by regular online dialogue sessions regarding Group performance.</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

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

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

Practice 12.2

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

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

Intended Outcome

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

Practice 13.1

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Notice of the 29th Annual General Meeting (“AGM”), which outlined the resolutions to be tabled together with explanatory notes for special business, was dispatched to shareholders on 29 April 2025. This notice, along with the Annual Report 2024, Statement on Share Buy-back, and Circular on proposed new Recurrent Related Party Transactions, was sent to shareholders at least 28 days prior to the AGM held on 28 May 2025.</p> <p>This extended notice period provided shareholders with sufficient time to consider the resolutions, make informed decisions, and arrange for participation in person or via proxies or corporate representatives.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>At the 29th Annual General Meeting (“AGM”) held on 28 May 2025, all nine (9) Directors were present in person to engage directly with the shareholders. This included the Chairmen of the Audit Committee, Nomination Committee, Remuneration Committee, and Risk Management Committee, who were available to respond to any queries relating to their respective areas of responsibility.</p> <p>The External Auditors and Management were also in attendance to provide further clarification if required. During the proceedings, the Chairman of the meeting briefed the shareholders, corporate representatives, and proxies on their rights to raise questions and the voting procedures for the resolutions set out in 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

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

Practice 13.3

Listed companies should leverage technology to facilitate–

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

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

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>The 29th Annual General Meeting (“AGM”) was conducted on a fully physical basis at an easily accessible location.</p> <p>All nine (9) Directors were present in person to engage directly with the shareholders; this included the Chairmen of the Audit Committee, Nomination Committee, Remuneration Committee, and Risk Management Committee, who were available to address queries relating to their respective responsibilities. The External Auditors and Management were also in attendance to provide further clarification as required.</p> <p>During the AGM, the Chairman briefed shareholders on their rights to raise questions and vote. The Chairman explicitly invited questions pertaining to the Company’s financial statements and all tabled resolutions before the commencement of polling. Furthermore, the Poll Administrator briefed shareholders on the voting procedures to ensure a smooth and transparent process.</p> <p>The Board determined that a physical meeting was the most cost-effective and efficient format for the Group at this time, while still ensuring meaningful shareholder participation. In the Board’s view, this format fostered more direct and effective engagement through face-to-face interaction. Shareholders who were unable to attend in person remained able to participate through the appointment of proxies or corporate representatives to vote on their behalf.</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.	
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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	: At the commencement of the 29 th Annual General Meeting ("AGM") held on 28 May 2025, the Chairman briefed the shareholders, corporate representatives, and proxies on their rights to pose questions and vote on the resolutions tabled. The Chairman explicitly invited questions from the floor for each agenda item to ensure a platform for engagement. There were no questions raised or key matters discussed by the shareholders during the proceedings, this was recorded accordingly in the minutes. The minutes were uploaded to the Company's website within 30 business days of the meeting to ensure transparency and accessibility for all stakeholders.
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

Intended Outcome

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

Practice 13.5

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

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.</i>	
Application	: Not applicable – only physical general meetings were conducted in the financial year
Explanation on application of the practice	: <p>The Company’s general meeting was held at a venue that is easily accessible to shareholders. To facilitate participation, shareholders who were unable to attend in person were entitled to appoint proxies or corporate representatives to attend, participate, and vote in their stead.</p> <p>During the 29th Annual General Meeting (“AGM”) held on 28 May 2025, the Chairman briefed shareholders, corporate representative, and proxies on their rights to raise questions and vote. The Chairman explicitly invited questions pertaining to the Company’s financial statements and all tabled resolutions before the commencement of polling. The Poll Administrator also briefed shareholders on the voting procedures to ensure a smooth and transparent process.</p> <p>As there were no questions raised or key matters discussed by the shareholders during the proceedings, this was recorded accordingly in the minutes. To ensure transparency and accessibility for all stakeholders, the minutes of the AGM were uploaded to the Company’s website within 30 business days of the meeting.</p>
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:

Timeframe	:		
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Intended Outcome

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

Practice 13.6

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

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
Application	: Applied
Explanation on application of the practice	: The minutes of the 29 th Annual General Meeting (“AGM”) held on 28 May 2025, which included the proceedings and the outcome of the resolutions tabled, were published on the Company’s website at www.cck.com.my within 30 business days after the conclusion of 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	:

**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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