

CORPORATE GOVERNANCE REPORT

STOCK CODE : 6262
COMPANY NAME : Innoprise Plantations Berhad (“IPB”)
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	:	Area of Focus	Matters considered by the Board
		Reviewing and adopting the Group's strategic plan	The Board is responsible for the Group's strategic plan with a view to maximizing shareholder value and promoting sustainability. This includes reviewing, deliberating on and approving the Group's strategic plan prepared by management. In conjunction with this, the Board also reviews and approves long term budget, business plan and annual budget for the ensuing year and monitors management's implementation of and performance with respect to the agreed strategic plan.
		Overseeing the conduct of the Group's business	The Board periodically reviews the performance of the various operating divisions against approved operational targets and budgets, and ensures that appropriate corrective actions are taken where necessary.
		Identifying principal risks and ensuring the implementation of appropriate internal controls and mitigation measures	The Board maintains a sound system of internal control to safeguard shareholders' investment and the Company's assets. The Board through the Audit Committee reviews the effectiveness of the Enterprise Risk Management system within the Group and assures that material risks are identified and

		<p>appropriate risk management processes are in place, including the formulation and subsequent updating of appropriate Group policies.</p> <p>Audit Committee ensures that policy to identify and evaluate the Company's and Group's risks is implemented and that controls in place are adequate and functioning properly to address the risks. In this relation, the Chief Financial Officer ("CFO") is required to complete a list of questionnaires to provide the Audit Committee with information on the risk and control environment of the Group.</p> <p>Details of the Group's Enterprise Risk Management system are set out in the Statement on Risk Management and Internal Control disclosed in the Annual Report.</p>
	<p>Succession planning</p>	<p>The Board has entrusted the Nomination Committee with the responsibility for reviewing the Board's succession plans, proposing new nominees to the Board and recommending Directors to fill the seats on the Board Committees.</p> <p>The Board continues with its role to review and monitor the appointment and dismissal of senior management of the Company while the Managing Director is responsible for the senior management succession plan. The senior management succession plan involves building a talent-rich organisation by attracting and developing talented and skilled people who fit in the Company's culture and business strategy as well as identifying successors for senior management positions.</p>
	<p>Overseeing the development and implementation of a shareholder</p>	<p>IPB values dialogue with its shareholders and appreciates the keen interest of shareholders on the Group's performance.</p>

	communications policy	The Company has a Corporate Disclosure Policy and Procedures that outlines the policies and processes for communications with shareholders, analysts and investors to ensure that the communications are effective and comply with the applicable laws, rules and regulations.
	Reviewing the adequacy and the integrity of the management information and internal controls system	The Board is responsible for the adequacy and integrity of the Company's internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines. Details pertaining to the Company's internal control system and the review of its effectiveness are set out in the Statement on Risk Management and Internal Control disclosed in the Annual Report.
	Strategies Promoting Sustainability	The Board places great importance on corporate responsibility and business sustainability. The Company's activities on environment, social and governance for the year under review are disclosed in the Sustainability Report set out in the Annual Report.
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>Datuk Jasnih Bin Daya was appointed as a Non-Independent Non-Executive Director on 16 June 2023 and was subsequently redesignated as Chairman of the Company on 5 February 2026 following the resignation of Datuk Hj. Majin Hj. Ajing as Director and Chairman of the Company. In his capacity as Chairman, he plays a pivotal role in reinforcing the Company's commitment to high standards of corporate governance.</p> <p>He oversees the orderly conduct and effectiveness of the Board by fostering a cohesive and constructive working relationship among Board members. He also ensures that quality and timely information is provided to Directors to facilitate informed decision-making and encourages active participation of all Directors in Board deliberations and activities. The Chairman maintains a close professional relationship with the Managing Director and provides guidance and mentorship, where appropriate, to support effective leadership and management execution.</p> <p>The roles and responsibilities of the Chairman are set out in the IPB Corporate Governance Guidelines, which are reviewed periodically by the Board to ensure continued alignment with the Company's objectives and to remain consistent with prevailing laws, regulations, and best practices.</p> <p>The performance of the Chairman is evaluated annually by the Nomination Committee. The Chairperson of the Nomination Committee reports the evaluation outcomes and any recommendations to the Board for consideration and follow-up actions, where applicable.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

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

Practice 1.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>The positions of Chairman, Datuk Jasnih Bin Daya, a Non-Independent Non-Executive Director, and Managing Director, Datuk Kelvin Tan Aik Pen, who was appointed on 1 January 2026 following the retirement of Tan Aik Kiong on 31 December 2025, are held by separate individuals to ensure an appropriate balance of power and authority, as well as effective checks and balances at Board level.</p> <p>There is a clear segregation between the roles and responsibilities of the Chairman and the Managing Director, as set out in the IPB Corporate Governance Guidelines. The Chairman leads the Board and ensures its effectiveness, while the Managing Director is responsible for the day-to-day management of the Group's business and operations, in accordance with the strategies and policies approved by the Board.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.4

The Chairman of the board should not be a member of the Audit Committee, Nomination Committee or Remuneration Committee

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>	
Application :	Applied
Explanation on application of the practice :	The Chairman of the Board is not a member of the Audit Committee, Risk management Committee, Nomination Committee or Remuneration Committee.
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

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

Practice 1.5

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Company Secretaries have extensive experience in corporate secretarial practice. Role and functions of the Company Secretary are set out in the IPB Corporate Governance Guidelines. The following are some of the key significant roles of the Company Secretary:</p> <ul style="list-style-type: none"> • assisting with induction and professional development of Directors; • regularly updating the Board on new changes to the statutory and regulatory requirements and the resultant implications to the Company and the Board in discharging their duties and responsibilities; • notifying Directors and principal officers on the closed periods for dealing in the Company's securities; • advising and supporting the Chairman, the Board and the Board Committees to manage the day-to-day governance framework of the Company; • facilitating timely communication of decisions made or policies set by the Board to the Board Committees and senior management for action; • co-ordinating all Board and Board Committee meetings including agendas, board papers and communication with the stock exchange and other regulatory agencies as well as oversight on overall secretarial functions of IPB Group; and • ensuring minutes of meetings accurately reflect the deliberations and decisions of the Board, including whether any Director abstained from voting or deliberating on a particular matter.
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>All Directors are provided with an agenda and a set of Board papers containing information relevant to the business of the meeting, including information on financial, operational and corporate matters prior to Board meetings. Members of the Committee are also provided with the meeting agenda and relevant papers submitted by management to enable full deliberation on issues to be considered at the respective meetings. Minutes of the meetings of the Board and Committees are circulated to all Board members.</p> <p>For each meeting of the Board and Committees, the meeting papers are, to the extent feasible, provided/made available 5 working days prior to each Board meeting so that Directors have sufficient time to read and understand the information and obtain further information, clarification or explanation, where necessary.</p> <p>Minutes of Board and Board Committee meetings are circulated to all Board members in a timely manner. The Directors may request for clarification or raise comments on the minutes. The minutes are tabled for confirmation at the subsequent meeting and, once confirmed, are signed by the Chairman of the meeting as a 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 Board has adopted a Board Charter, which serves as a source of reference and primary induction literature, providing insights to prospective Board members and senior management. The Board Charter will be periodically reviewed and updated in accordance with the needs of the Company and any new regulations that may have an impact on the discharge of the Board’s responsibilities.</p> <p>Details of the Board Charter are available for reference on IPB’s website.</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 Company has adopted a Code of Conduct and Ethics ("Code") which applies to all the Directors of the Company and its subsidiaries. The Code is available on the Company's website.</p> <p>The Board is ultimately responsible for the implementation of the Code. The Board has delegated to the Nomination Committee the responsibility to administer the Code. Directors who learn of or suspect that a violation of the Code has occurred or is likely to occur, must immediately report the violation to the Chairperson of the Nomination Committee, or to any other member of the Nomination Committee. In the case of issues regarding the Company's financial statements, financial reporting, accounting, auditing matters or internal accounting controls, it will be reported to the Chairman of the Audit Committee. If a Director is unsure whether a violation should be reported to the Nomination Committee or the Audit Committee, he or she is encouraged to report to both Committees. Directors who report violations or suspected violations in good faith will not be subject to retaliation of any kind. Reported violations will be treated confidentially to the extent possible.</p> <p>Alleged violations of the Code shall be investigated by the Nomination Committee and may result in discipline and other action at the discretion of the Board upon recommendation of the Nomination Committee, including where appropriate, removal from the Board. The Board is ultimately responsible for the investigation and resolution of all issues that may arise under the Code.</p> <p>IPB Employee's Code of Ethics guides the employee's conduct in the workplace, business conduct when dealing with external parties, key issues such as conflict of interests, bribery, confidentiality and privacy as well as protection and proper use of IPB's assets and resources. All employees are expected to observe and adhere to the highest standard of professional conduct and to maintain the Group's reputation for integrity and professionalism.</p>

	<p>In addition to the Code, IPB has also published the Anti-Bribery and Anti-Corruption (“ABC”) Policy. The ABC Policy sets out IPB’s position on bribery and matters of corruption that might be encountered by IPB in its day-to-day operations.</p> <p>Details of ABC Policy are available on IPB’s website.</p> <p>The Company conducts awareness programmes in collaboration with Human Resources department to all employees on the compliance requirements, the impact of non-compliance and the obligations to comply with this policy. The awareness programmes which are conducted through seminars, in-house training, email communications, banner and poster will continue to be conducted periodically to update the employees on the new or latest version of the policy.</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>As part of best practices in good corporate governance, a Whistle-Blowing Policy has been established by the Board that outlines the principles underpinning the policy and procedures. This policy provides an avenue for stakeholders, which include employees, third party suppliers, contractors, agents, consultants, distributors and customers that have business dealings with the Group, to report genuine concerns about malpractices, unethical behaviour or misconduct within the Group without fear of reprisal. Save as required by law, the identity of the stakeholders will not be disclosed without prior consent.</p> <p>If any employee believes reasonably and in good faith that malpractice exists in the workplace, the employee should report this immediately to the line manager. However, if for any reason the employee is reluctant to do so, then the employee should report the concerns to either the:</p> <ul style="list-style-type: none">• Managing Director;• Audit Committee Chairman; or• Company Secretary. <p>Stakeholders may raise their concern to the Independent Non-Executive Director of the Company by submitting in a sealed envelope marked "Private and Confidential". Details of the whistle-blowing channel are available on the Company's website at www.innoprise.com.my.</p> <p>Any concerns raised will be investigated, and the outcome of such investigation will be reported to the Board. Appropriate actions will be taken where necessary to address any identified issues.</p> <p>Details of the procedures as set out in the Whistle-Blowing Policy are made available on the Company's website for reference.</p>
Explanation for departure	:	

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

Intended Outcome

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

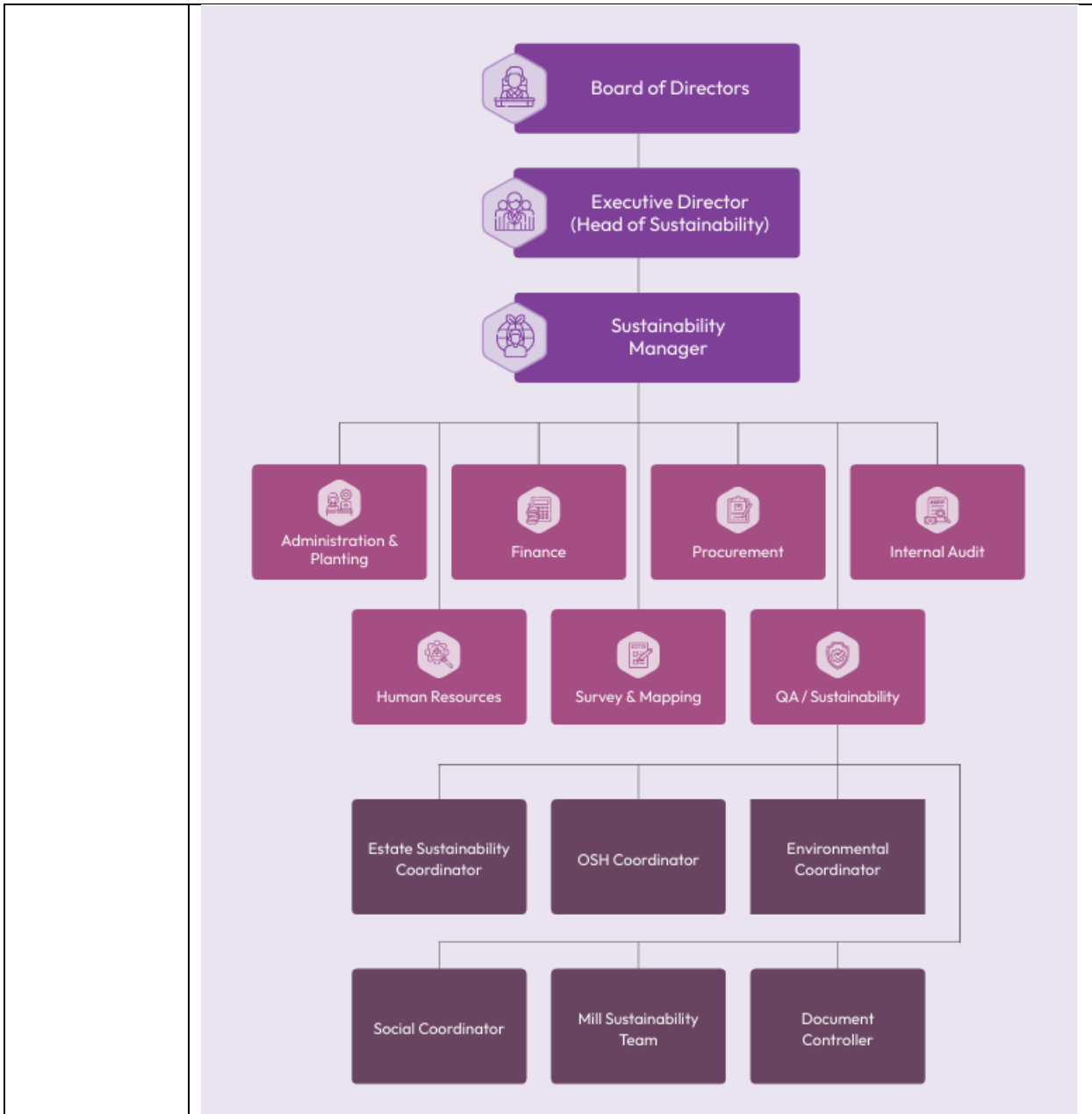
Practice 4.1

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 Company adopts a top-down approach to sustainability governance, with oversight provided by the Board. The Sustainability function is responsible for implementing sustainability-related initiatives across the Group. This function is led by the Executive Director and supported by the Sustainability Manager, who coordinates sustainability strategies, targets and key performance indicators across departments and business units.</p> <p>Respective departments are responsible for implementing the approved initiatives and reporting progress, risks and challenges to the Sustainability function. This structured approach enables effective monitoring, communication and review of sustainability matters at the Board level.</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 company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board ensures that the Company’s sustainability strategies, priorities and targets are communicated effectively to internal and external stakeholders through the following channels:</p> <p>(a) Estate level Stakeholder engagement sessions are conducted as part of the assessment processes for the Social Impact Assessment (SIA), Environmental Impact Assessment (EIA) and High Conservation Value (HCV) reports. These engagements provide a platform for stakeholders to raise concerns and expectations, which are considered in shaping and refining the Company’s sustainability priorities and actions.</p> <p>(b) Corporate level At the corporate level, the Company Secretarial Department supports compliance with applicable regulatory requirements and facilitates stakeholder communications, primarily through the Company’s sustainability webpage at www.innoprise.com.my and the Sustainability Report included in the Annual Report 2025.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.3

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

Application	: Applied
Explanation on application of the practice	<p>The Company is committed to ensuring that its operations are environmentally responsible. We take proactive measures to protect the environment and to identify, assess and manage environmental risks that may adversely impact the ecosystems in which we operate. Our Environment Policy Statement addresses key focus areas including greenhouse gas (GHG) emissions, waste management and biodiversity conservation. The Company also maintains a zero-burning policy across all operations.</p> <p>The Company practices responsible waste management through systematic monitoring and controls to minimise effluent discharge and sources of pollution. Where practicable, waste materials are recycled and managed to reduce overall environmental impact. We also collaborate with relevant government agencies to protect biodiverse and environmentally sensitive ecosystems, including undertaking replanting initiatives in degraded and previously logged-over forest areas.</p> <p>In support of decarbonisation efforts, the Company generates renewable energy from oil palm biomass and other operational waste for internal consumption, as part of our initiatives to reduce reliance on fossil fuels and lower GHG emissions. The Company has also implemented a biogas engine system, which further reduces GHG emissions and enables renewable energy generation through the replacement of diesel-powered generators.</p> <p>In addition, the Company continues its tree-planting initiative, with a focus on consolidating and optimising existing plantings to enhance the natural environment and strengthen long-term ecological resilience.</p> <p>Throughout FY2025, the Company maintained its focus on sustainability by addressing climate-related risks and opportunities and continuing to strengthen environmental management practices across its operations.</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 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 acknowledges the importance of sustainability across all business operations and has embedded sustainability considerations as a key criterion in the performance evaluation of all employees, including Board members.</p> <p>The Company has completed a comprehensive re-assessment of its material sustainability matters in FY2025. Clear accountability for Material Sustainability Matters will be assigned to the respective members of senior management.</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 4.5- 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 Executive Director provides oversight and direction in driving sustainability initiatives across the Group's operations. The Sustainability Manager coordinates sustainability strategies with all departments to ensure that sustainability targets and KPIs are aligned, clearly assigned, and operationally feasible for implementation.</p> <p>The role also includes ensuring that the Company's business units remain guided by prevailing ESG expectations and frameworks, including Bursa Malaysia's Sustainability Reporting Guide, the FTSE4Good Bursa Malaysia Index criteria, the Global Reporting Initiative (GRI) Standards, and the United Nations Sustainable Development Goals (UN SDGs), among others.</p>

Intended Outcome

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

Practice 5.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Nomination Committee reviewed the tenure of each Director and composition of the board. It was noted that none of the Independent Directors has served more than nine years on the Board.</p> <p>The Nomination Committee concluded that the current Board size of six members is adequate and appropriate to enable the Board to carry out its responsibilities in an effective and efficient manner. The Nomination Committee further concluded that the current composition of the Board reflects a good mix of directors with diverse professional backgrounds and a wide range of experiences in finance, legal, sustainability and business expertise that contribute effectively in leading and directing the management and affairs of the Group.</p> <p>The Nomination Committee also reviewed and assessed the performance and contribution of each of the retiring Directors in order to determine the eligibility of the Directors to stand for re-election at this coming AGM. Besides, the aforesaid retiring Directors were also assessed by the Nomination Committee Chairperson based on the IPB Group Directors' Fit and Proper Policy. Based on the results of the respective Directors' performance and fit and proper evaluations conducted, the Nomination Committee is satisfied with the Directors' performance and the level of contribution to the Board through their knowledge, skills and commitment as well as their abilities to act in the best interest of the Company. In addition, the Independent Directors standing for re-election has also provided his/her annual declaration/confirmation of independence, if any.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

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

Practice 5.2

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	:	Although the number of Independent Directors on the Board does not meet the Code's recommendation, the Board is of the view that it is able to exercise objective and independent judgement on the Group's business and corporate affairs, free from undue influence of management. This is supported by the Independent Directors' active participation and robust engagement during Board and Board Committee deliberations, where they provide constructive challenge, oversight and balanced perspectives in decision-making.	
		Board discussions are always robust and constructive suggestions have been given by both Independent Non-Executive Directors and Non-Independent Non-Executive Directors.	
<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	
Explanation on application of the practice	:	As at 31 December 2025, none of the Independent Non-Executive Directors served for more than nine 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.

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 Board is committed to ensuring diversity in its composition and embraces the proposition that having a diverse Board would have a positive, value-adding impact on the Company.</p> <p>While the Board acknowledges the importance of boardroom and senior management diversity, appointments to the Board and senior management positions shall always be based on objective criteria and merit, having due regard for diversity in business experience, skills, qualifications, integrity, age, gender, knowledge and other soft attributes which are the essential element in supporting the attainment of the Company's objectives.</p> <p>The Company practices equal employment opportunities for all qualified individuals to create a workforce that is fair and inclusive and seeks to retain and attract the best people to do the job.</p> <p>The Company rewards and promotes employees based on assessment of individual performance, capability and potential. The Company is committed to providing opportunities that allow individuals to reach their full potential irrespective of individual background or difference.</p> <p>The Nomination Committee has reviewed the participation and contribution of all Directors during the year 2025. The Nomination Committee is satisfied that all the Directors have devoted sufficient time to the affairs of the Group and adequately discharged their duties and responsibilities as Directors.</p>
Explanation for departure	:	

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

Measure :		
Timeframe :		

Intended Outcome

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

Practice 5.6

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>Apart from referrals from existing Directors and major shareholders, the Nomination Committee will also consider external sources to identify suitably qualified candidates for appointment to the Board when vacancies arise.</p> <p>During FY2025, the Nomination Committee did not engage professional recruitment firms for the search and selection of candidates for two new Board appointments. The Committee was of the view that the existing Directors and major shareholders have extensive professional networks that may be leveraged to identify potential candidates. In addition, they possess the relevant experience and knowledge to evaluate candidates with the appropriate qualifications, background and attributes that would complement the Board's needs and fit the Group's strategic direction.</p> <p>During FY2025, following the relinquishment of Mr. Ng Chee Fen, two new Directors were appointed to the Board, namely Mr. Ong Chu Yaw and Mr. Lim Fook Hin. In addition, Datuk Kelvin Tan Aik Pen was appointed to the Board on 1 January 2026 following the retirement of Mr. Tan Aik Kiong on 31 December 2025.</p> <p>In assessing the suitability of the appointees, the Nomination Committee considered, among others, their skills, knowledge, expertise and experience, professionalism, character and integrity, competencies, as well as time commitment and availability. The assessment was carried out in accordance with the IPB Group's Nomination and Recruitment Process and Directors' Fit and Proper Policy, before the Committee recommended the appointments to the Board for approval.</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 details of the retiring Directors, including their age, date of appointment, directorships in other listed companies, working experience, family relationship with other Board members (if any), as well as any conflict of interest, are set out in the Directors' Profile section of the Annual Report 2025.</p> <p>Based on the performance evaluation of the retiring Directors conducted by the Nomination Committee, the Board is satisfied with their performance and supports the Nomination Committee's recommendation to table the proposals for the re-election of the retiring Directors for shareholders' consideration and approval at the 32nd Annual General Meeting ("AGM").</p> <p>Relevant information has also been provided in the explanatory notes to the Notice of the 32nd AGM to enable shareholders to make an informed decision on the proposed re-election of the retiring 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 5.8

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

Application	:	Applied	
Explanation on application of the practice	:	The Chair of the Nomination Committee is held by an Independent Director, Datuk Hajah Mary @ Mariati Robert.	
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	:	<p>Currently, The Board comprises 1 female Director, representing 17% female representation on the Board.</p> <p>The Board takes cognizance of the best practice of MCGG 2021 for boards to comprise at least 30% women directors. However, the Board believes that it is of utmost importance that the Company has an effective composition of the Board to discharge their duties effectively in the best interest of the Company and shareholders. The Board believes that while it is important to promote gender diversity, it should not set a target just to fill the required vacancy for gender diversity as the over-riding criteria. Selection should also be based on an effective blend of competencies, skills, experience and knowledge in areas identified by the Board.</p> <p>Nonetheless, as and when vacancy arises, gender diversity will be one of the key criteria in selecting candidates for consideration.</p> <p>Please provide an alternative practice and explain how the alternative practice meets 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.

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 Board does not have a specific policy on setting targets for women candidates and ethnicity for board and senior management.</p> <p>The Board acknowledges the importance of Board diversity, including gender, ethnicity, age and business experience, to the effective functioning of the Board. While it is important to promote gender diversity, the selection criteria of a Director are based on merit, in the context of skills which are relevant to the Group's business operations, management and also expertise in the fields of regulatory, legal, ESG and strategic planning.</p> <p>The Board is of the view that its current composition reflects a reasonable mix of ethnic diversity and representation from different races.</p> <p>The Board through its Nomination Committee will continue to review the balance, experience and skills of the Board, paying attention to the Board's gender diversity.</p> <p>On senior management, the Board accepts that as the Group is primarily in plantation business, it will be difficult to set target for female senior management representation.</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

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 effectiveness of the board is vital to the success of the Group and Company undertakes a formal evaluation each year in order to assess the effectiveness of the Board and Audit Committee.</p> <p>During the financial year 2025, an annual assessment of the effectiveness of the board as a whole, individual directors, Board Committees and independence of the Independent Directors was conducted. The assessment was led by the Nomination Committee Chairperson and supported by the Company Secretary. The annual assessment was considered by the Nomination Committee, which then make recommendation to the Board to discharge its duties and responsibilities.</p> <p>The assessment of the Board is based on six main areas relating to Board composition and competencies, Board succession, Board meeting organisation and effectiveness, Board Chairman's roles and responsibilities, Board effectiveness and ESG/Sustainability. Amongst the most important criteria for evaluating board performances are:</p> <ul style="list-style-type: none">• individual Board member's understanding of the Company's mission and strategic plan;• Board members' understanding and knowledge of the Company's business;• time commitment in deliberation and meaningful participation in the Board meetings;• Board meetings are conducted in a manner that allows for open and constructive communication, encourages focused discussions, critical questioning and the expression of various viewpoints and timely resolution of issues related to the Board meetings; and

- Ability of the Board members to articulate and exercise robust deliberations of the Company's material matters on ESG.

The assessment criteria for Board Committees include the Board Committees' structure and composition, roles and responsibilities, meetings and communication as well as the collective skills and expertise of the Committee members.

For individual Director's evaluation, the assessment criteria include abilities and competencies, calibre and personality, objectivity and contribution to the activities of the Board and Board Committees.

Each member of the Nomination Committee receives the Board performance evaluation questionnaires and separate Committee performance evaluation forms. The assessment of the Nomination Committee's performance shall be carried out by individual members of the Nomination Committee. All Board members are required to assess their own performance by completing the Director's performance evaluation form.

The Company Secretary shall compile the results for submission to the Nomination Committee for review and assessment. The Chairperson of the Nomination Committee shall then report the findings and/or recommendations to the Board. All assessments and evaluations carried out by the Nomination Committee in the discharge of all its functions are properly documented and kept confidential.

The performance of those Directors who are subject to re-election at the forthcoming AGM is assessed by the nomination Committee. Besides, the aforesaid retiring Directors are also assessed by the Nomination Committee Chairperson based on the IPB Group Directors' Fit and Proper Policy. Premised on the performance and fit and proper evaluations results, recommendations are submitted to the Board for decision on the tabling of the proposed re-election of the Directors concerned for shareholders' approval. In accordance with the Company's Constitution, all Directors shall retire from office once at least in each three years, but shall be eligible for re-election. A Director seeking re-election will abstain from all deliberations regarding his re-election to the Board.

During 2025, the Nomination Committee reviewed the required mix of skills, experience and other qualities, including core competencies which Non-Executive Directors should bring to the Board and was of the view that current composition of Non-Executive Directors reflects a good mix of Directors with diverse professional backgrounds and a wide range of experiences in business, finance, legal, sustainability and general management that contributes effectively in leading and directing the management and affairs of the Group.

The Nomination Committee also evaluated the effectiveness of the Board as a whole, the various Committees and the contribution of each individual Director. Good and effective communication was established among Board members and Board Committee members on official and unofficial basis and major policies and corporate proposals are vigorously debated and scrutinised before putting to a vote. All members of the Board and the Committees have been diligent and exercised due reasonable care in discharging their duties and responsibilities. All Directors are firmly committed to ensure that the corporate governance standards are adhered to.

An assessment of independence of the Independent Directors was conducted whereby the Nomination Committee reviewed their independence, and was satisfied that the Independent Directors continued to exercise independent and objective judgement and acted in the interest of the Company and its stakeholders.

The Nomination Committee also reviewed and made recommendations to the Board the following:

- (1) re-election of the retiring Directors at the forthcoming AGM for shareholders' approval; and
- (2) changes to the composition of the Board and Board Committees including chairmanship of the various committees and the appointment of directors.
- (3) assessed directors' training needs to ensure all Directors receive appropriate continuous training programmes in order to keep abreast with the latest development in the market place and with changes in the statutory and regulatory requirements. The following are the various webinars, seminars, dialogue and/or workshop attended by all Directors in 2025 either collectively or individually:

<i>Title of training</i>	<i>Type of training</i>	<i>No. of days/hours spent</i>
• Anti-Bribery and Corruption	Refresher Training	0.5 day
• Bursa Malaysia Mandatory Accreditation Programme (Part II: Leading for Impact)	Webinar	2 days
• Risk Management Awareness	Workshop	1 day
• Rabobank Outlook 2026 Agri Commodities & Energy	Webinar	1 hour

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

Intended Outcome

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

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

Practice 7.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Company has established a formal remuneration policy for the Directors and senior management. The policies and procedures are periodically reviewed and made available on the Company's website at www.innoprise.com.my.</p> <p>The Remuneration Committee assists the Board in determining a remuneration framework or broad policy for Executive Directors and senior management staff at director level. The Remuneration Committee may obtain professional advice and any other information necessary in determining the remuneration framework.</p> <p>The Board as a whole determines the remuneration package of Non-Executive Directors including Non-Executive Chairman, taking into consideration of fee levels and trends for similar positions in the market, time commitment required from the Director as well as any additional responsibilities undertaken by such Director. The Non-Executive Directors abstain from discussing their own remuneration.</p> <p>Decisions on remuneration for senior management are made through a transparent and independent process taking into consideration of market practices, demand for personnel with specific qualification, experience and evaluation of their performance.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 7.2

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Remuneration Committee annually reviews the remuneration package of directors and senior management taking into consideration their level of responsibilities and performance. Remuneration of Executive Directors is also linked to the financial performance of the Group. The Board as a whole determines and recommends the remuneration of the Non-Executive Directors for shareholders' approval 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

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 remuneration received by each of the Directors in 2025 is set out in the table below:-

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Tan Aik Kiong	Executive Director	-	1	Input info here	Input info here	Input info here	Input info here	1	Input info here	4	776	318	Input info here	44	1,142
2	Ng Chee Fen	Executive Director	-	1	Input info here	Input info here	Input info here	Input info here	1	Input info here	4	270	66	6	42	388
3	Datuk Hj. Majin Bin Hj. Ajing	Independent Director	96	Input info here	Input info here	Input info here	Input info here	Input info here	96	96	Input info here	Input info here	Input info here	Input info here	Input info here	96
4	Datuk Haji Gulamhaidar @ Yusof Bin Khan Bahadar	Non-Executive Non-Independent Director	40	1	Input info here	Input info here	Input info here	Input info here	41	52	1	Input info here	Input info here	Input info here	Input info here	53
5	Datuk Jasnih Bin Daya	Non-Executive Non-Independent Director	40	Input info here	Input info here	Input info here	Input info here	Input info here	40	52	Input info here	Input info here	Input info here	Input info here	Input info here	52
6	Datuk Hajah Mary @ Mariati Robert	Independent Director	40	4	Input info here	Input info here	Input info here	Input info here	44	40	4	Input info here	Input info here	Input info here	Input info here	44
7	Lim Ted Hing	Independent Director	40	4	Input info here	Input info here	Input info here	Input info here	44	40	4	Input info here	Input info here	Input info here	Input info here	44
8	Ong Chu Yaw	Executive Director	Input info here	1	Input info here	Input info here	Input info here	Input info here	1	12	1	Input info here	Input info here	Input info here	Input info here	13
9	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
14	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

15	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
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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	:	Remuneration of two senior management who are also Executive Directors has already been disclosed on a named basis. However, the Board is of the view that disclosure of remuneration of other senior management staff on a named basis will be detrimental to the Company's business interests, given the competitive human resource environment for personnel with the requisite knowledge, expertise and experience in the Company's business activities, where poaching has become a common practice. Hence, such disclosure of specific remuneration information may give rise to recruitment and talent retention issues. The Company further believes that the interest of the shareholders will not be prejudiced as a result of such non-disclosure of the identity and remuneration of the Company's senior management personnel who are not Directors.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	The Company intends to maintain the current practice.	
Timeframe	:	Choose an item.	

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

Intended Outcome

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

Practice 8.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.1

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Chairman of the Audit Committee is not the Chairman of the Board.</p> <p>Members of the Audit Committee, including its Chairman, are appointed by the Board based on the recommendation of the Nomination Committee. In accordance with the Audit Committee's Terms of Reference as set out in the IPB Corporate Governance Guidelines, the Chairman of the Audit Committee must be an Independent Director. In addition, no Alternate Director is permitted to be appointed as a member of the Audit Committee.</p> <p>Composition of the Committee may be reshuffled by the Board on the recommendation of the Nomination Committee, as and when required.</p> <p>The terms of reference of the Audit Committee will be periodically reviewed and updated and is available on the Company's website.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.2

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

Application	:	Applied	
Explanation on application of the practice	:	<p>Since the Company's inception, it has never appointed any former key audit partner as its Audit Committee member.</p> <p>In line with best corporate governance practice, the Company has established a policy requiring a cooling-off period of at least three years before a former key audit partner can be appointed as a member of the Audit Committee.</p> <p>The Terms of Reference of the Audit Committee have been updated accordingly to reflect this requirement.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.3

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

Application	:	Applied
Explanation on application of the practice	:	<p>Based on the policies and procedures established, the Audit Committee is responsible for reviewing the performance of the external auditors on an annual basis based on the following four (4) key areas after completion of the year-end audit:</p> <ul style="list-style-type: none">i) quality of service;ii) sufficiency of resources;iii) communication with management; andiv) independence, objectivity and professionalism <p>The Audit Committee may request the Managing Director and/or Chief Financial Officer to join the assessment.</p> <p>The Audit Committee is also responsible for reviewing all the non-audit services provided by the external auditors and the aggregate amount of fees paid to them based on the policy and procedures on provision of non-audit services established by the Board. Approval for all non-audit services has to be sought from the Audit Committee on a case-to-case basis.</p> <p>The Company is allowed to use the appointed external auditors for non-audit services in cases where these services do not conflict with the auditor's independence.</p> <p>The Audit Committee accepts that certain work of a non-audit nature is best undertaken by the external auditors and appointments are made taking into consideration of their expertise and cost.</p> <p>Written confirmation of independence has been provided by the external auditors to the Audit Committee before the commencement of and after the completion of the year-end audit for 2025 that they are and have been independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements.</p> <p>The Audit Committee had in April 2026 evaluated the performance of the external auditors based on the four key areas as mentioned above</p>

	<p>and obtained feedback from management who had substantial contact with the external audit team throughout the year. The Audit Committee also took into consideration the openness in communication and interaction with the lead audit engagement partner and engagement team through discussions at private meetings, which demonstrated their independence, objectivity and professionalism.</p> <p>Further information on the Audit Committee’s activities is disclosed in the Audit Committee Report set out in the Annual Report 2025.</p> <p>The Audit Committee was satisfied with the suitability of the external auditors based on the quality of services and sufficiency of resources provided by them to the Group. The Audit Committee was also satisfied that the provision of the non-audit services was not in conflict with the role of the external auditors or their independence and the amount of fees paid for these services was not significant when compared to the total fees paid to the external auditors. Details of fees paid or payable to the external auditors for audit and non-audit services performed during the year are set out in the Additional Compliance Information contained in the Corporate Governance Overview Statement of the Annual Report 2025.</p> <p>The Audit Committee concluded that the relevant independence of Messrs Ernst & Young PLT continued to be met. Accordingly, the Audit Committee unanimously recommended to the Board that a resolution for the re-appointment of Messrs Ernst & Young PLT as the Company’s auditors be proposed to shareholders for approval at the forthcoming AGM and the Board has accepted and endorsed this recommendation.</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

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application :	Not Adopted
Explanation on adoption of the practice :	

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.5

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>During the financial year under review, the Chairman of the Audit Committee, Lim Ted Hing is a member of the Malaysian Institute of Accountants (MIA).</p> <p>All members of the Audit Committee possess an appropriate range of skills and are financially literate, with the ability to read, analyse, interpret and understand financial statements to discharge their duties effectively. Collectively, the Audit Committee brings the relevant financial and legal experience, commercial acumen and competencies required to meet its responsibilities and to provide robust oversight and effective challenge to Management.</p> <p>All Audit Committee members undertake continuous training and professional development, as detailed in the Audit Committee Report in the Annual Report 2025.</p> <p>To ensure the Audit Committee continues to discharge its duties in accordance with its Terms of Reference, the Nomination Committee conducts an annual assessment of the effectiveness and contribution of each Audit Committee member, with the findings and/or recommendations reported to the Board for consideration and decision.</p> <p>The Audit Committee also encourages its members to continuously update and enhance their knowledge of relevant accounting, auditing, industry and regulatory requirements, in order to remain abreast of developments in the business environment and to effectively discharge their responsibilities.</p>
Explanation for departure	:	

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

Intended Outcome

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

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

Practice 10.1

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Company has established a structured risk governance and internal control framework to support effective oversight of key risks across the Group. Key features include:</p> <ul style="list-style-type: none">• A Risk Management Committee has been established to support the Board and Management in overseeing the risk management process across the Group.• An Enterprise Risk Management Framework is in place to guide the identification, assessment, monitoring and reporting of principal risks.• The Board of Directors retains overall responsibility for risk management and the system of internal controls.• The Board provides risk oversight and delegates the day-to-day management of risks and operational decision-making to the Managing Director and Senior Management, within the Board-approved risk appetite and authority limits.• The effectiveness of internal controls is reviewed by the Board through the Audit Committee, including deliberation of key control issues and corrective actions.• A control environment is maintained through an appropriate organisational structure with defined reporting lines, authorities and responsibilities.• Control activities are selected, developed and implemented via documented policies and procedures to mitigate identified risks and support compliance and operational effectiveness.• The Internal Audit function reports directly to the Audit Committee, providing independent assurance on the adequacy and effectiveness of governance, risk management and internal controls.

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

Intended Outcome

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

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

Practice 10.2

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

Application	:	Applied
Explanation on application of the practice	:	<ul style="list-style-type: none"> • Risk management policy and procedures were duly approved and adopted • Clearly documented Standard Operating Procedures (“SOPs”) on key aspects and processes are in place • Formal organisation structure to govern its operations and its day to day management is in place • Internal control, system of check and balance, and documented authority limits have been established. These are also audited and tested by Internal Audit Department for any departure. • The establishment and maintenance of Group Internal Audit function to assist in providing assurance on the adequacy of its internal control system • The Group Internal Audit function reports directly to the Audit Committee through the presentation of audit report on a quarterly basis • Internal Audit conducts subsequent follow up review to ensure Management has undertaken corrective and preventive measures accordingly • Controls are evaluated and reported with deficiencies highlighted • SOPs are subjected to review to cater for changes in risk and processes.
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

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 Company has established an Internal Audit Function which reports directly to the Audit Committee. The Internal Audit Function communicates regularly with the members of the Audit Committee, and the Head of Internal Audit is invited to attend meetings of the Audit Committee. Internal audit activities, which are risk-based are performed by a team of appropriate, qualified and experienced employees.</p> <p>In addition, Innoprise Corporation Sdn Bhd, the controlling shareholders send their internal audit team to undertake audit work and a comprehensive review of the company's control system and risk management framework.</p> <p>The Audit Committee shall review any appraisal or assessment of the performance of members of the internal audit function. In evaluating the internal audit, the Audit Committee shall assess its effectiveness against agreed performance criteria such as:</p> <ul style="list-style-type: none">• the overall comprehensiveness of the internal audit plan and its relationship to the strategic objectives of the Company;• timely delivery of internal audit services in accordance with the plan; and• the competency of internal audit staff and adequacy of resources to achieve the scope as outlined in the plan. <p>The Internal Audit Team carries out its duties and responsibilities in accordance with the terms of reference set out in the IPB Corporate Governance Guidelines. To provide for the independence of the Internal Audit Function, its personnel report to the Head of Internal Audit, who reports directly to the Audit Committee. The Head of Internal Audit will have direct access to the Audit Committee and be able to take directly to the Chair of the Audit Committee, any matters that are believed to be of sufficient magnitude and importance to require immediate attention of the Audit Committee.</p> <p>To maintain its independence, the Internal Audit Function will have no direct operational responsibility or authority over any of the activities</p>

	under its scope. Accordingly, it will not develop nor install systems or systems or procedures, prepare records or engage in any other activity that would normally be audited.	
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 Company has received declaration from the Head of Internal Audit that he and his team are free from any relationship or conflicts of interest which could impair their objectivity and independence.</p> <p>The Head of Internal Audit, Mr. Benedict Wong Jiin Sheng, holds a Bachelor of Arts (Honours) degree with a double major in Accounting and Finance from the University of the West of England (UWE), Bristol, United Kingdom. He is currently a member of the Association of Chartered Certified Accountants (ACCA) and the Malaysian Institute of Accountants (MIA). He began his career as an external auditor with one of the Big Four audit firms, Ernst & Young PLT, before joining IPB.</p> <p>The activities of the Internal Audit function are guided by terms of reference of internal audit set out in the IPB Corporate Governance Guidelines and Annual Audit Plan that are approved by the Audit Committee.</p> <p>The professional competence of the IA staff is maintained through the continuing professional development programme, which focuses on updating auditors' knowledge of auditing techniques, regulations and plantation upstream and downstream business.</p> <p>The Internal Audit function is carried out in accordance with The International Standards for the Professional Practice of Internal Auditing set by the Institute of Internal Auditors ("IIA").</p> <p>The total cost incurred in managing the Internal Audit Department in 2025 was about RM186,558.70.</p>
Explanation for departure	:	

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

Measure :		
Timeframe :		

Intended Outcome

There is 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>Details of the Group's stakeholder engagement are set out in the Sustainability Report 2025.</p> <p>The Company values the dialogue with shareholders and appreciates the keen interest of shareholders on the Group's performance. In this regard, Mr. Steven Ong Chu Yaw has been appointed as the person responsible for communication with shareholders and other stakeholders of the Company.</p> <p>Members of the Board, the external auditors and representatives from the share registrars of the Company are present to answer questions raised at the meeting.</p> <p>The Company's website provides all relevant information on IPB Group and is accessible by the public. The Company has dedicated a section on the website to its investors where media releases, quarterly and annual financial statements, announcements, annual reports and circular to shareholders are made available for review.</p> <p>Corporate information and communication and engagement with stakeholders are made through various platforms and media including the Company's website and announcements made via Bursa website.</p> <p>The Company has adopted a Corporate Disclosure Policy and Procedures that outlines the policies and processes for communications with shareholders, analysts and investors to ensure that the communications are effective and comply with the applicable laws, rules and regulations.</p>
Explanation for departure	:	

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

Measure	:		
Timeframe	:		

Intended Outcome

There is 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	:		
		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

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

Practice 13.1

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

Application	:	Applied	
Explanation on application of the practice	:	The Notice of the 31 st AGM, giving 28 days' notice prior to AGM scheduled on 26 May 2025 has been issued on 28 April 2025.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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 31st AGM held on 26 May 2025; the majority of the Board members attended in person to engage directly with shareholders.</p> <p>The respective Chairman of the Audit Committee, Nomination Committee and Remuneration Committee were available to provide meaningful response to any question raised by shareholders.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.3

Listed companies should leverage technology to facilitate–

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

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

Application	:	Applied
Explanation on application of the practice	:	<p>The Company was able to exercise its best endeavour to hold its general meeting at the same venue, i.e., Royale Borneo Hotel (formerly known as Promenade Hotel), Tawau as most shareholders were familiar with the venue which was easily accessible.</p> <p>In addition, the Company's Constitution allows its shareholders to appoint representatives or proxy/proxies to vote on their behalf in their absence provided that the proxy form is deposited at the registered office of the Company at least 48 hours before the 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

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	: The Chairman of the Board, the other Board members, the Company Secretaries along with the external auditors attended the Company's 31 st AGM held on 26 May 2025, to engage directly with the shareholders. The shareholders were given ample time to seek clarification on the Company's financial and non-financial performance and other items for adoption at the meeting before the resolutions were put to vote. The Chairman of the Audit Committee, Nomination Committee and Remuneration Committee were available to provide meaningful response to any question raised by 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	:
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 Adopted
Explanation on application of the practice	:	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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 31 st AGM of the Company was published on the Company's website within 30 business days from the meeting.
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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