

GOOD GOVERNANCE

We remain cognisant of our responsibilities to our stakeholders and continue to raise the bar on good governance by incorporating ethical business practices throughout the organisation.

MATERIAL MATTERS

-  Good Business Conduct
-  Risk Management
-  Regulatory Compliance

GOALS

Goal 1

All material matters to be supported by adequate policies and procedures in line with best practices and regulatory requirements

Goal 2

Lead industry fraud awareness through an interactive flagship programme



UN SDGs



GOOD GOVERNANCE

GOOD BUSINESS CONDUCT

WHY IT MATTERS

Upholding the highest standards of corporate governance and ethical business conduct reinforces our commitment to integrity, transparency, and compliance. We strengthen stakeholders’ trust and drive sustainable growth by fostering a culture of accountability as we maintain zero tolerance for financial crimes.

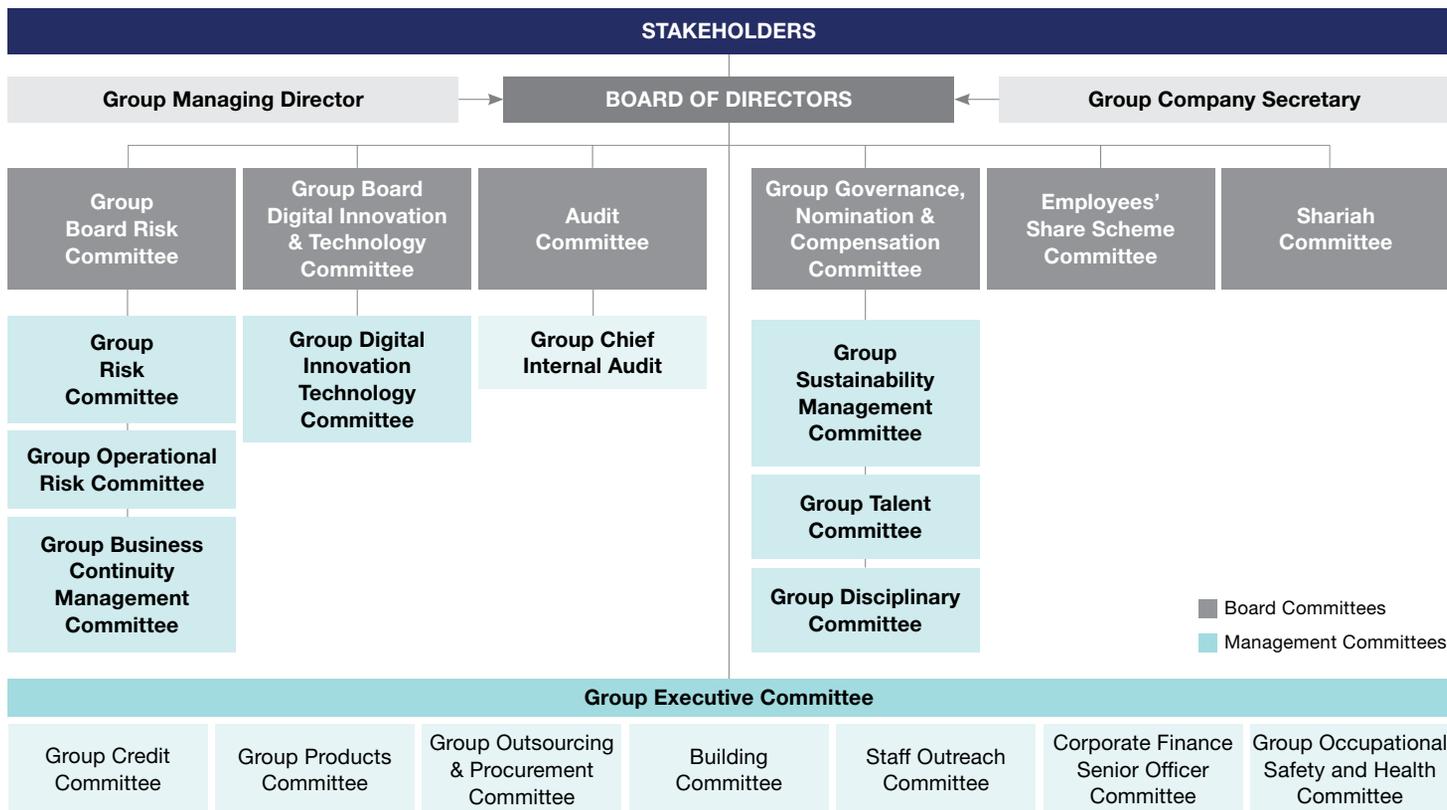
OUR APPROACH

The Board understands that the responsibility for good corporate governance rests with it, and strives to adopt the principles and best practices of corporate governance and ensures that KIBB and its subsidiaries comply with the various guidelines issued by Bank Negara Malaysia (“**BNM**”), Bursa Malaysia Securities Berhad (“**Bursa Malaysia**”), and the Securities Commission Malaysia (“**SC**”).

The Board is also committed to embed the principles and recommendations of the revised Malaysian Code on Corporate Governance (“**MCCG**”), issued by the SC on 28 April 2021, into the Company’s existing policies and procedures.

Our Corporate Governance Framework

The Group aims to ensure a balance of power and authority between the Chairman and the Group Managing Director (“**GMD**”) by clearly delineating their respective responsibilities in leading the Board and managing the Group’s business. The positions of Chairman, the Non-Executive Independent Director, and GMD, the highest Senior Management executive, are held by different individuals, and the GMD is not a member of the Board, in accordance with the MCCG and KIBB’s Board Charter.



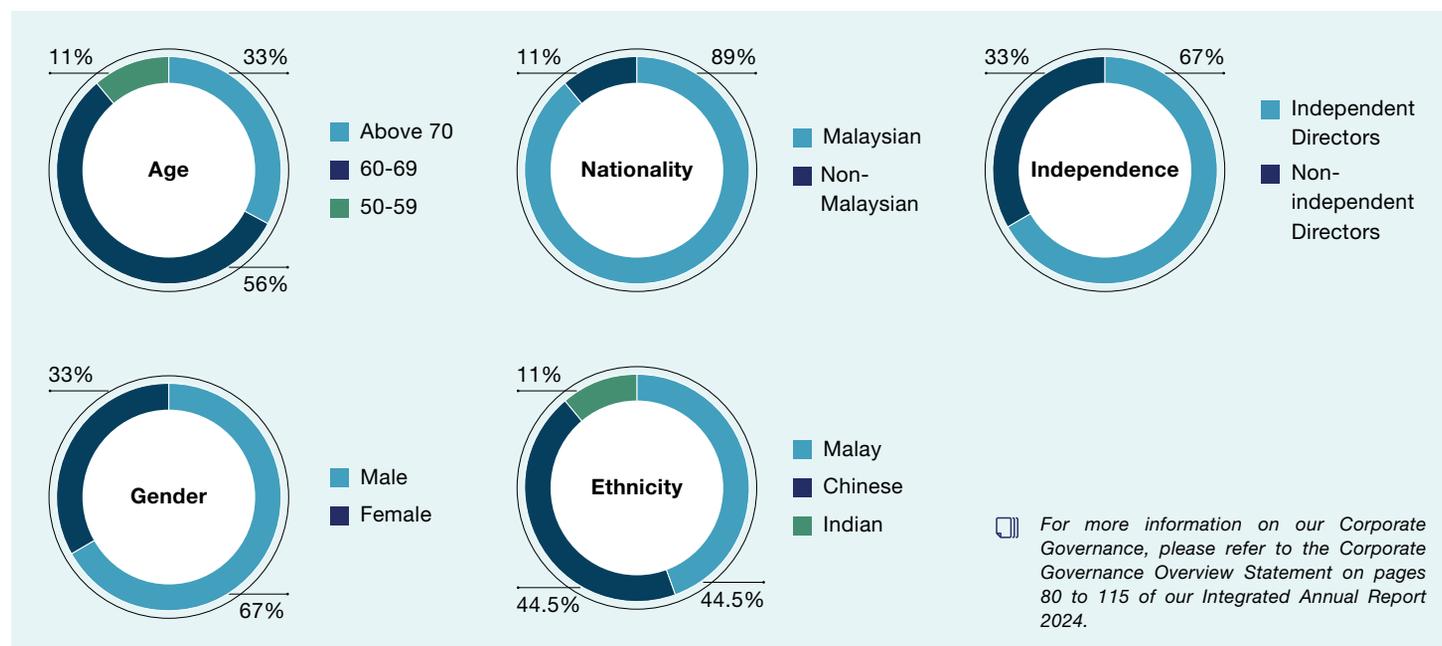
GOOD GOVERNANCE

Approach to Audit Tender

Independent auditing is a crucial tool for fostering trust and confidence in our financial statements. The Audit Committee is comprised entirely of Independent Non-Executive Board Members. Our Audit Committee periodically conducts a tender process for a new audit firm, in line with BNM’s Guidelines on External Auditors. The appointment of audit firms follows a rigorous tender and selection process outlined in the Group Procurement Policy. To reinforce objectivity and independence, we rotate the audit partner handling our assurance, ensuring that no audit engagement partner serves for more than five (5) consecutive years.

Board Diversity

Our Board’s composition reflects a diverse range of perspectives, experiences and expertise, which has positive influence on the Group’s decision-making.



Sustainability Governance

Establishing a sustainability governance structure with clearly defined roles and responsibilities is essential for ensuring accountability and effectiveness in executing sustainability initiatives within the Group. The Board serves as the Group’s highest governing body, providing overarching leadership, strategy, and oversight of the Group’s approach to sustainability risks and opportunities, supported by the committees outlined below:

Sustainability Governance at Kenanga	
Board & Management Committees	
Governing Body	Roles & Responsibilities
Board of Directors (“the Board”)	The highest approval authority that oversees the implementation of sustainability initiatives, including providing stewardship, guidance and direction for the sustainability agenda for the Group while promoting sustainability through appropriate ESG considerations in the Group’s business strategies, governance and decision-making.

GOOD GOVERNANCE

Sustainability Governance at Kenanga	
Board & Management Committees	
Governing Body	Roles & Responsibilities
Group Governance, Nomination and Compensation Committee (“GNC”)	An independent Board Committee that supports the Board in providing oversight of the progress of sustainability, particularly in ensuring the governance of sustainability within Kenanga, as well as the necessary alignment and compliance with applicable statutory and regulatory requirements.
Audit Committee (“AC”)	A committee that supports the Board in providing oversight of the sustainability management process, and the Group’s system of internal controls and compliance with applicable statutory and regulatory requirements.
Group Sustainability Management Committee (“GSMC”)	The highest senior management committee supporting the Board in sustainability governance. It is responsible for establishing the Group’s sustainability direction, strategies, and targets, while ensuring that sustainability risks and opportunities are addressed in an integrated and strategic manner. The committee also oversees the effective implementation of the Group’s sustainability strategies and the integration of sustainability considerations into day-to-day operations to support long-term business objectives.
Delivery	
Division	Roles & Responsibilities
Group Marketing, Communications and Sustainability	Provides management-level leadership in sustainability planning and implementation, as well as monitoring and evaluating sustainability initiatives and their performances while actively engaging with external stakeholders, internal business divisions and subsidiaries, to identify sustainability risks and opportunities.
Business Divisions and Operations	Champions the implementation of sustainability initiatives, provides grassroots-level input for holistic sustainability management and acts as key sustainability data owners in driving the sustainability integration in respective divisions.

Sustainability-linked Remuneration

There is growing emphasis on incorporating sustainability or ESG metrics into executive remuneration as a mechanism to uphold organisational accountability. At Kenanga, the Group’s Balanced Scorecard for 2024 continues to include ESG KPIs with assigned weightage, in line with the Group’s Sustainability Roadmap 2023-2025. These ESG KPIs have been integrated into the Balanced Scorecards of the Group Managing Director and relevant Senior Management members and are implemented across the Group. Annual performance incentives are linked to their respective scorecards.

In 2024, Kenanga Investors Group, our asset and wealth management arm, have further strengthened its ESG-related responsibilities across all Senior Management roles and key functions, ensuring a more structured and accountable approach to sustainability integration. This enhancement reinforces its commitment to embedding ESG considerations into strategic decision-making, risk management, and operational processes.

We will progressively review and refine our approach to linking ESG KPIs to executive remuneration as needed, while strengthening monitoring mechanisms and integrating ESG considerations into relevant roles to enhance sustainability governance.

GOOD GOVERNANCE



Group Sustainability Management Committee

1 Chaired by Datuk Chay Wai Leong, *Group Managing Director*

Members

2 **Tai Yan Fee**
Group Chief Risk Officer

3 **Chuah Sze Phing**
Group Chief Sustainability Officer and Head of Marketing and Communications (Permanent Invitee)

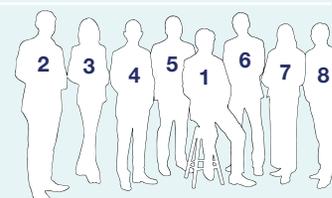
4 **Woo King Huat**
Chief Credit Officer

5 **Datuk Wira Ismitz Matthew De Alwis**
Chief Executive Director/ Executive Director Kenanga Investors Berhad

6 **Cheong Boon Kak**
Group Chief Financial and Operations Officer

7 **Nik Hasniza binti Nik Ibrahim**
Group Chief Human Resources Officer

8 **Maheswari Kanniah**
Group Chief Regulatory and Compliance Officer



Role	ESG Roles and Responsibilities
Group Managing Director & Chairman of the Group Sustainability Management Committee	Oversee the integration of ESG into Kenanga’s long-term strategy, ensuring commitment from all levels of the organisation.
Group Chief Sustainability Officer and Head of Marketing and Communications	Lead the execution of Kenanga’s sustainability strategy, integrating ESG practices, tracking performance, ensuring compliance, and engaging with stakeholders.
Group Chief Regulatory and Compliance Officer	Uphold the highest standards of governance, ethics, and regulatory compliance within the organisation.
Group Chief Risk Officer	Manage risk frameworks, integrating ESG and climate-related risks into relevant policies and procedures.
Group Chief Financial and Operations Officer	Incorporate ESG considerations into budgeting, financial strategies, and operations to support sustainability initiatives.
Chief Executive Director/ Executive Director Kenanga Investors Berhad	Lead ESG-focused investment strategies and promote responsible investment practices.
Group Chief Human Resources Officer	Lead employee wellbeing, human rights initiatives, and align HR policies with ESG goals.
Chief Credit Officer	Integrate ESG and climate risk considerations into credit risk management and lending practices.

GOOD GOVERNANCE



RISK MANAGEMENT

WHY IT MATTERS

Risk management is becoming an essential material matter as businesses are exposed to increasingly complex and interconnected risks. These risks are operational, financial, regulatory, and sustainability-related in nature, with potentially significant impacts on business resilience and its long-term success.

At Kenanga, we adopt a proactive approach to risk management, enabling us to identify, assess, and mitigate potential threats, contributing to greater organisational resilience. As regulations evolve and shareholder expectations grow, we are committed to enhancing our risk management practices to ensure our continued sustainability and success.

OUR APPROACH

The Group has developed a risk management framework that aligns with the guidelines and requirements of Bank Negara Malaysia, Bursa Malaysia, and the Securities Commission of Malaysia. Our framework is designed in accordance with relevant international standards and regulatory requirements.

Our Board of Directors is the highest authority for reviewing and approving the Group's risk management policies, considering the recommendations of supporting risk committees such as the Group Board Risk Committee ("**GBRC**") and the Group Risk Committee ("**GRC**").

KEY RISKS IDENTIFIED

Kenanga has incorporated key risks into its Enterprise Risk Management ("**ERM**") framework, ensuring that considerations for these risks are cascaded down to the relevant risk management policies in key categories such as credit, market, operational, and climate-related risks. This was achieved through transmission mapping and impact assessments that addressed both physical and transition risks associated with climate change impacts.

1 Credit Risk

Customer Risk Management

The Group Credit Committee ("**GCC**"), which is chaired by the Chief Credit Officer ("**CCO**"), convenes fortnightly and is responsible for overseeing and managing credit risk by reviewing and approving credit-related decisions.

Our business units conduct annual account reviews and regularly monitor activities within their clients' accounts through an impairment trigger assessment. This assessment is designed to identify early warning signs of deteriorating creditworthiness, allowing for timely intervention. Should there be material decline in creditworthiness, the respective business units will engage with affected clients and propose action plans to mitigate the risk.

To ensure more rigorous and frequent monitoring of higher-risk accounts, Kenanga has established an internal monitoring list and watchlist. In addition to tracking high-risk accounts, the Group has also compiled a list of vulnerable sectors to monitor sectoral concentration risk.

2 Sustainability and ESG Risks

Climate and ESG Risk Integration

Climate risks are managed through a clear governance structure, with the Board, committees, Business Units, and Risk Management all playing key roles in assessing, monitoring, and addressing these risks.

Kenanga has established a lending and investment assessment process which includes ESG considerations in identifying and evaluating ESG risks in our business activities. The outcome of the assessment offers an overview of our client's climate profile and related risks, which ensures that our lending and investment activities are governed by our risk appetite, as outlined in our Climate Change Risk Management Framework. The thresholds stated within the framework serve as a key reference for our lending and investment decisions.

During onboarding or annual risk reviews, we communicate climate risk requirements and outline the remedial or mitigating actions expected to support their transition. These procedures help guide clients in taking appropriate steps to align with our risk appetite and financing criteria.

 For more information on how we manage our Climate Risk, please refer to pages 58 to 69 of this Report.

3 Supply Chain Risk

Managing Supply Chain Risk

Effectively managing ESG risks within the supply chain promotes responsible and sustainable sourcing, reduces operational interruptions and strengthens stakeholders' trust. By aligning sourcing strategies with environmental and social standards, we can reduce adverse impacts on communities and ecosystems, while addressing key issues such as climate change and human rights within the supply chain.

Kenanga's procurement practices are guided by the Group Procurement Policy, which was reviewed and enhanced in 2024 to ensure compliance with BNM's Climate Risk Management and Scenario Analysis in managing climate and ESG risks across business operations and value chains. The policy outlines a framework for employees to uphold professionalism, transparency and accountability in procurement decisions. In addition, we have in place a Group Code of Conduct for Vendors, which sets out the requirements, standards and anti-corruption laws, including the Malaysian Anti-Corruption Commission Act 2009, to which vendors must adhere.

As part of our due diligence effort, we conduct a 'Know Your Vendor Assessment' for all newly onboarded suppliers and key selected vendors at the Group level. The assessment, which includes sections on environmental management, climate change, social, and governance, helps us to uphold high standards of ethics and integrity in our business partnerships with contractors and intermediaries which include vendors, suppliers and service providers. Additionally, we conduct comprehensive corruption risk assessments, including anti-money laundering screenings as part of our procurement process while our fully digitalised procurement system enables high levels of transparency in decision-making and approvals.

GOOD GOVERNANCE

3 Supply Chain Risk (cont'd)

Suppliers Engagement Session

In 2024, we held a supplier engagement session as part of our inaugural Sustainability Day to raise awareness on sustainable business practices and strengthen partnerships across our supply chain. Attended by 51 suppliers, the session provided a platform to inform vendors about the latest updates to our enhanced Group Procurement Policy and the implementation of ESG assessments for suppliers, reinforcing our commitment to responsible sourcing and ethical business conduct.

We conducted a focus group discussion to gain deeper insights bringing together key suppliers to explore the challenges and opportunities in integrating ESG principles into their operations. This collaborative dialogue allowed us to better understand the barriers suppliers face, identify areas for capacity building, and co-develop strategies to support them in meeting our sustainability expectations. Through these efforts, we aim to foster a resilient, transparent, and responsible supply chain that aligns with our long-term sustainability goals.

Moving forward, we aim to enhance our vendor assessment process and strengthen vendor engagement by enrolling in Bursa Malaysia's Centralised Sustainability Intelligence platform. This initiative will enable more comprehensive ESG due diligence, improve transparency, and ensure alignment with sustainability best practices across our supply chain. Additionally, we will explore opportunities to collaborate with vendors on capacity-building initiatives, fostering responsible business practices and long-term value creation.

Supporting Local Suppliers

Supporting local industries enables us to generate positive socio-economic impact by contributing to local economic growth and creating job opportunities. We strive to purchase local goods and services where feasible to support local communities and businesses.

Amount (RM) Spent on Local Suppliers and Percentage by Year

2024		112.1 (83%)
2023		81.5 (82%)
2022		65.9 (76%)



For more information on how we further manage our all our risks, please refer to pages 26 to 31 of Integrated Annual Report 2024.



REGULATORY COMPLIANCE

WHY IT MATTERS

Fostering a culture of compliance that empowers our employees to uphold high standards of integrity and vigilance is a cornerstone of our good governance practices.

OUR APPROACH

Building an Ethical Culture

Our Group Regulatory division has laid a strong foundation for good governance that comprises corporate policies, procedures and control measures, enabling the Group to mitigate risks and respond to any incidents of non-compliance or unethical behaviour.

Our focus on integrating and communicating anti-corruption and anti-financial crime practices into everyday operations shows our commitment to the highest standards of corporate governance. This approach highlights our dedication to complying with regulations while also fostering a culture of ethical conduct at every level, ensuring Kenanga Group remains a trusted and responsible corporate entity.

A crucial component of our strategy to build an ethical culture includes training programmes and awareness initiatives that are designed to ingrain our principles of ethics and integrity into our employees. This ensures that our principles are reinforced, understood and practised throughout every level of our workforce.

Ethical Governance: From Policy to Practice

- 1 The Annual Fraud Awareness Week is designed to raise awareness about fraud prevention and financial crime. During this week, organisations, including Kenanga Group, engage in activities to educate and inform internal and external stakeholders about the importance of recognising, preventing, and reporting fraud. The flagship programme is also aligned with global campaigns, such as the Association of Certified Fraud Examiners' International Fraud Awareness Week, to create a broader impact across the financial ecosystem.
- 2 Regulatory Brew, introduced in 2023, is a weekly newsletter informing all employees about the latest local and regional governance trends via selected news articles. The newsletter also includes the latest guidelines and regulations, enabling employees to stay updated with regulatory changes. In 2024, we issued a total of 50 Regulatory Brew newsletters.
- 3 An Annual Regulatory Seminar ("ARS") is held once a year to reinforce our standards of conduct on matters including conflicts of interest, governance, fraud, bribery and corruption, Anti-Money Laundering, Countering Financing of Terrorism and Targeted Financial Sanctions ("AML/ CFT/ TFS"), whistleblowing and updates on the latest regulatory requirements and enforcement actions by the regulators. ARS assessment was also performed to evaluate the awareness and understanding of our employees, reinforcing their comprehension and knowledge on good governance and business practices.
- 4 Key ethics and regulatory compliance policies are accessible by all employees via the Policy & Procedure Governance System, an internal repository platform containing our policies and procedures.
- 5 We carried out an enterprise-wide risk assessment to identify and categorise AML/ CFT/ TFS risks across various dimensions, ensuring that we employ a comprehensive approach to risk management. This assessment enables Kenanga to prioritise risks and allocate resources effectively when developing and implementing strategies to mitigate or manage the identified risk effectively, minimising the likelihood of financial losses and reputational damage arising from financial crime controversies.
- 6 New hires must attend an onboarding training session to familiarise themselves with the relevant frameworks, procedures and policies, while existing employees undergo annual refresher training. The sessions are delivered in several formats, including reading materials and explainer videos on topics such as Anti-Bribery and Corruption, AML/ CFT/ TFS, Chinese Wall Policy, Compliance and Anti-Fraud practices.

GOOD GOVERNANCE



Inaugural Compliance Awareness Week: Upholding Integrity Through Knowledge and Engagement

The Group successfully hosted its inaugural Compliance Awareness Week, themed “Navigating Compliance Together – Embrace, Empower & Excellence”, aimed at reinforcing its commitment to regulatory compliance and ethical conduct. The two (2)-day event, attended by nearly 200 employees, featured a keynote session by Lee Ching Lai, Assistant Commissioner of Royal Malaysian Police on “Combatting Online Scams”, highlighting the growing threat of online fraud and the need for vigilance in protecting both personal and corporate security. Muhd Syazni Idris from the Securities Industry Development Corporation (“SIDC”) also delivered a session on “Compliance – Everyone’s Game”, emphasising the shared responsibility for compliance at all levels of the organisation. The event included interactive activities like the “Memory Game” and “Spoon Race Challenge”, designed to engage participants and reinforce key compliance principles in a fun, team-oriented setting. The

event culminated in a prize-giving ceremony, recognising the top teams for their outstanding participation. This initiative reinforced Kenanga’s dedication to embedding compliance as a core value within its corporate culture, ensuring employees are equipped to uphold the highest standards of governance and ethics.



Compliance Online Training Module Summary

Number of Employees Participated

Anti-Bribery and Corruption

2024	1,150
2023	1,160
2022	1,134

AML/ CFT/ TFS

2024	1,150
2023	1,160
2022	1,134

Anti-Fraud

2024	1,150
2023	1,160
2022	1,134

Total Online Training Module Hours Recorded

Anti-Bribery and Corruption

2024	379.2*
2023	496.5
2022	1,757.5

AML/ CFT/ TFS

2024	3,048.8
2023	2,994.8
2022	2,835.0

Anti-Fraud

2024	1,970.0*
2023	5,523.2
2022	5,613.3

Note: *Online training module hours were reduced post-pandemic, as we transitioned to interactive face-to-face sessions to encourage more hands-on learning and meaningful discussions, particularly on the topics outlined above.

E-Test Outcomes

Number of Employees Participated

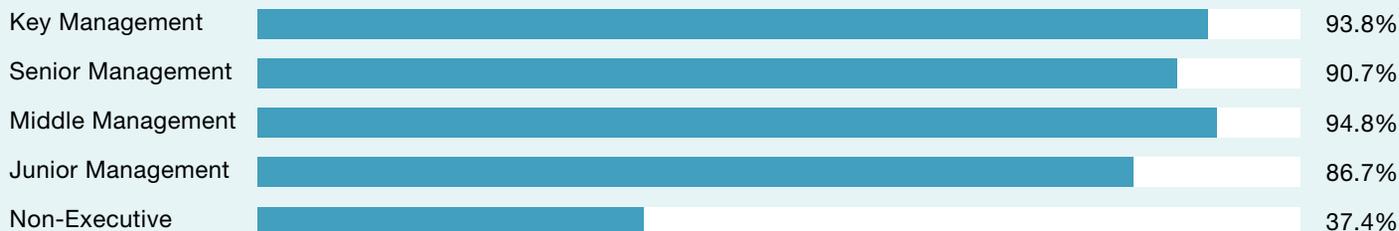
2024	1,150
2023	1,160
2022	1,161

Number of Employees Who Scored 80% and Above

2024	1,076
2023	1,152
2022	1,132

GOOD GOVERNANCE

Percentage of Employees Who Participated in Anti-Corruption Training by Employee Category in 2024



Leading The Fight Against Fraud

Kenanga Group continues to reaffirm its commitment to combating fraud by hosting its 8th annual Fraud Awareness Week (“FAW”), in alignment with the Association of Certified Fraud Examiners (“ACFE”)’s International Fraud Awareness Week. This flagship campaign supports the UNGC’s 10th Principle, emphasising the need for businesses to combat corruption in all its forms. It serves as a platform to engage both internal and external stakeholders on fraud awareness and financial crime prevention. Themed “Innovate, Integrate, Insulate”, the month-long programme called for a unified approach to address increasingly sophisticated fraud and financial crimes through active industry participation.

The 8th FAW Games brought over 1,850 participants including Kenanga’s internal teams, representatives from regulatory bodies, public listed companies, professional associations, and vendors, including Bursa Malaysia, Securities Commission Malaysia, and Petroliaam Nasional Berhad. International teams from Singapore, Indonesia, India, South Africa, and Belgium also participated, highlighting the global commitment to combating fraud and fostering a secure financial ecosystem.

In 2024, FAW made its return to an in-person gathering for the first time since the Covid-19 pandemic, with Tan Sri Dato’

Sri Panglima Haji Azam bin Baki, Chief Commissioner of the Malaysian Anti-Corruption Commission (“MACC”), delivering the keynote speech. Featured activities also included the signature FAW games and educational seminars led by experts in fraud prevention and financial crime. The 2024 FAW Games showcased a diverse array of interactive quizzes and anti-fraud activities, marking another milestone year with a 14% increase in participation, from 219 registered teams the previous year to 250 teams.

As part of this year’s FAW, Kenanga introduced a video contest on Scam Awareness, reinforcing its commitment to fostering vigilance and ethical conduct in the fight against fraud. Open to both the public and Kenanga employees, the contest provided a creative platform to educate and raise awareness about scams while expanding outreach and encouraging active participation. Participants were invited to produce engaging and informative video content showcasing various types of scams, making them accessible and relatable to a broader audience. This initiative also supported Kenanga’s efforts to strengthen the governance pillar of its ESG commitments by promoting community engagement and fraud awareness.

“Kenanga’s FAW stands as a powerful initiative, embodying the proactive stance needed to address the complexities of fraud in today’s landscape. Events like these are invaluable, uniting leaders, regulators, and industry experts to foster dialogue and share best practices, and I commend Kenanga for its strong commitment to raising fraud awareness and setting a model of integrity for the industry.”

YBhg. Tan Sri Dato’ Sri Panglima Haji Azam Bin Baki
Chief Commissioner of the MACC



GOOD GOVERNANCE



9th Annual Regulatory Seminar

In 2024, the Kenanga Group hosted its 9th Annual Regulatory Seminar (“ARS”), a learning programme focused on a wide range of regulatory and ethical issues, including conflicts of interest, anti-corruption, and AML/ CFT/ TFS obligations.

The 9th ARS was held in conjunction with the 8th FAW and delivered through a specially curated e-learning module accessible via the LinkedIn Learning platform. Presented by invited speakers and internal subject-matter experts, the e-learning module addressed critical topics which included the following:

- 1 Compliance – Barrier or Bridge?
- 2 Proactive Management of Financial Crime
- 3 Confidently Navigating the Regulatory Landscape
- 4 Fraud Awareness: Staying Vigilant, Safeguarding Kenanga
- 5 Updates to the Personal Data Protection Act
- 6 Building a Sustainable Ecosystem in AI
- 7 AI and the Hybrid Paradigm: The Future of Unified Cybersecurity
- 8 How Adequate are Your Adequate Procedures? (Section 17A of MACC Act)
- 9 Defending Against Investment Scams: Harnessing Innovation and Cross-Functional Effort

In addition to the above, Group Prudential Supervision and Regulatory Affairs presented an awareness video titled “*Confidently Navigating the Regulatory Landscape*”, covering three (3) key regulatory topics during the 9th ARS 2024. The topics included:

- 1 Technological Advancements & Digitalisation
- 2 Best Practices & Stakeholder Protection
- 3 Sustainability & Disaster Recovery

Approximately 95% of our employees completed e-tests on ethics, compliance, and the regulatory landscape, which were made mandatory during the ARS in 2024. Of those, 94% achieved a score of 80% or higher. This initiative reflects Kenanga’s continuous efforts to enhance employees’ understanding and commitment to ethical business practices, transparency, and accountability.



GOOD GOVERNANCE

Combating Financial Crimes

Kenanga adopts a zero-tolerance approach to all forms of financial crime, including bribery, fraud, corruption, the direct or indirect financing of terrorism, money laundering, proliferation financing, and any other illicit activities linked to unethical business practices. We have designed and implemented relevant internal policies, frameworks, and standards to safeguard our operations and the wider financial system from illegal and unethical behaviour.

Anti-Money Laundering, Countering Financing of Terrorism and Targeted Financial Sanctions (“AML/ CFT/ TFS”)	<ul style="list-style-type: none"> • The AML/ CFT/ TFS internal policies, frameworks, and standards implemented by Kenanga serve as essential risk management tools to support the principles of sustainable banking. They ensure compliance with AML/ CFT/ TFS laws and regulations, mitigate money laundering, terrorism financing, and financial crime risks, promote financial stability, and uphold ethical and social responsibility standards. • AML/ CFT/ TFS initiatives have been implemented to monitor adherence to regulatory compliance standards. • Regular reviews of AML/ CFT/ TFS protocols are conducted through audits and assessments across all business units and branches to ensure regulatory compliance, particularly in the detection, monitoring, and reporting of suspicious transactions using a risk-based approach.
Anti-Fraud, Bribery and Corruption (“AFBC”)	<ul style="list-style-type: none"> • The Group’s AFBC Policy sets out Kenanga’s guiding principles for identifying and preventing fraudulent activities in all of its internal and external dealings. The AFBC Policy applies to the Board of Directors, Senior Management and all employees of Kenanga Group. • The AFBC Policy ensures that Kenanga Group meets the relevant standards and principles underpinning the introduction of the corporate liability provision (i.e. Section 17A of the Malaysian Anti-Corruption Commission Act 2009). • Our AFBC Policy stipulates that we do not make any political contributions, including lobbying, campaigns, or other activities. • We have adopted the Guidance on Conduct of Fraud and Corruption Risk Assessment in July 2021 specifying the review of anti-bribery and corruption (“ABC”) assessment results to be conducted every three (3) years. In this regard, Baker Tilly MH Consulting Sdn Bhd has completed the review of ABC risks affecting all our operations in 2022. • Since 2023, our Group Business Ethics and Integrity has put in place the new Guidance on Handling Incidents of External Fraud, which outlines steps employees should take if they identify incidents of ‘external fraud’.
Code of Ethics and Conduct for Employees (“the Code”)	<ul style="list-style-type: none"> • Our Code of Ethics and Conduct for Employees (“the Code”) reflect the professionalism and integrity standards expected of all employees when dealing with customers, business partners, regulators, or other key stakeholder groups. All new hires are required to sign an acknowledgment that they have read and understood the Code as part of the onboarding process. We periodically review the Code to ensure its effectiveness and compliance with regulatory requirements.

GOOD GOVERNANCE

Group Speak Up Policy and Framework



Scan here to learn more about our Group Speak Up Policy and Framework

- The Group provides a safe and secure channel for employees, customers, and third parties to lodge reports concerning any misconduct or suspected breaches of laws, regulations, or internal policies and procedures.
- The Group replaced its Group Whistleblowing Policy with the Group Speak Up Policy. The Policy allows the reporting of concerns made in good faith about behaviour, conduct, practices, deeds, and/ or omissions that might be unlawful or inconsistent with the Group's policies.
- Under the Group Speak Up Policy, a new Speak Up channel was established for whistleblowers to submit reports to the external independent third party appointed by Kenanga Group. Submissions may be made via email, a dedicated internet platform (e-form), or postal mail as stated below:

External Report Recipient Website:

<https://www.kenanga.confideplatform.com/c/whistleblower>

For more information on how we manage our Group's Ethics and Compliance matters, refer to pages 116 to 125 of our Integrated Annual Report 2024.

In 2024, Kenanga identified two (2) incidents related to fraud and anti-money laundering (“**AML**”). In response to the incidents, corrective measures were implemented, including enhancements to internal controls and staff training, and further strengthening our risk management framework. Kenanga remains committed to regulatory compliance and continues to engage with the SC to ensure transparency and alignment with industry best practices.



FUTURE OUTLOOK

We will continue to enhance our governance practices by periodically reviewing and updating our policies when required, aligning with regulatory expectations.