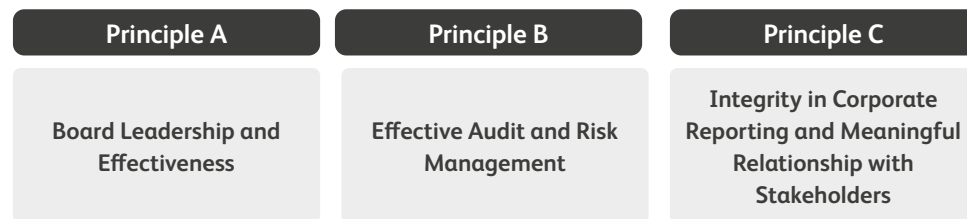


Corporate Governance Overview Statement

The Board of Directors (the Board) of Heineken Malaysia Berhad (the Company) remains committed to high standards of corporate governance and ethical business conduct, recognising their importance to the long-term sustainability and performance of the Company and its subsidiaries (the Group). The Company supports and applies the principles and recommended practices of the Malaysian Code on Corporate Governance (MCCG).

This Corporate Governance Overview Statement provides an overview of the governance practices adopted by the Company during FY2025 and should be read together with the Corporate Governance Report 2025 (CG Report 2025), Audit & Risk Management Committee Report, Statement on Risk Management and Internal Control, and ESG Review, which are available on the Company's website at <https://www.heinekenmalaysia.com/corporate-governance/>

Compliance with the MCCG



As at the date of this Statement, the Company has materially complied with all applicable MCCG principles and adopted all recommended practices, including two step-up practices, except for the following departures:

Practice 1.4

The Board Chairman is also chairing the Nomination & Remuneration Committee.

Practice 5.2

The Board does not comprise a majority of Independent Directors.

Practice 6.1

The annual Board Effectiveness Evaluation for FY2025 was conducted internally, facilitated by the Company Secretary.

Practice 8.2

Senior management remuneration is not disclosed on a named basis.

Practice 13.3

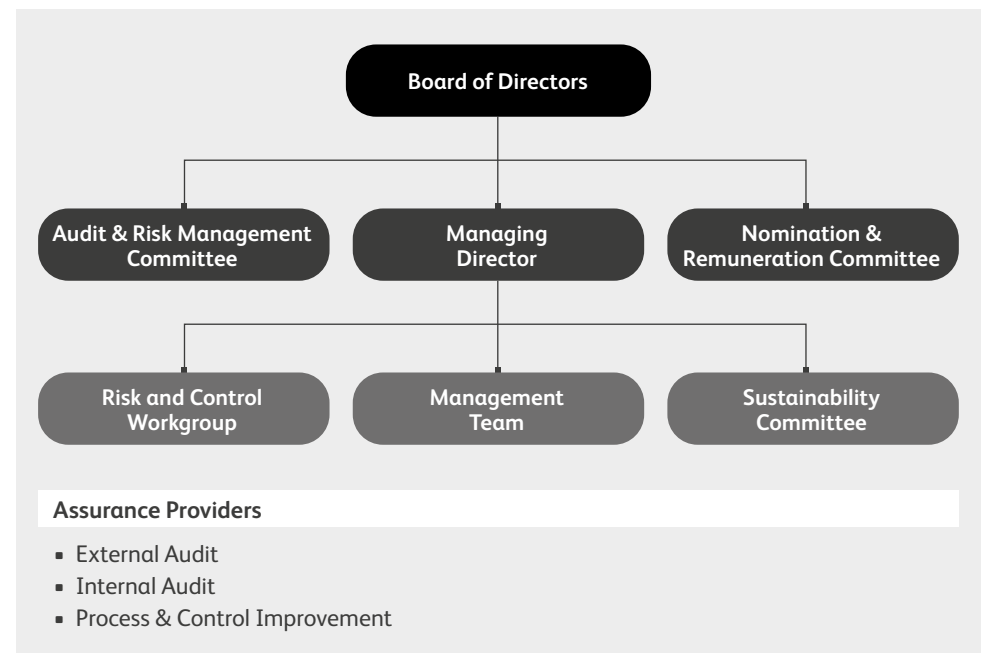
The Company held its general meeting in person, with no remote participation by shareholder.

Details of the Company's application of the MCCG and explanations for these departures are set out in the CG Report 2025.

Principle A Board Leadership and Effectiveness

Governance Framework

The Board has established a clear governance framework to ensure the effective discharge of its duties. Specific authorities are delegated to Board Committees and Management, with appropriate oversight mechanisms in place. The governance framework is depicted as follows:



Board Responsibilities

The Board is collectively responsible for setting the Group's strategic direction, overseeing business performance, promoting ethical conduct, and ensuring the interests of shareholders and other stakeholders are safeguarded. The Board operates in accordance with its Board Charter, which outlines its roles, responsibilities, composition and procedures. The Board Charter is available on the Company's website at <https://www.heinekenmalaysia.com/corporate-governance/>.

Corporate Governance Overview Statement

The Board is supported by the Audit & Risk Management Committee (ARMC) and the Nomination & Remuneration Committee (NRC), each entrusted with responsibilities and authorities to review specific matters before the Board's approval. The Committees' Chairpersons report their discussions and recommendations to the Board.

The roles of the Chairman and the Managing Director are held by separate individuals. The responsibilities of the Chairman are outlined in the Board Charter. The Managing Director, appointed by the Board, is responsible for the day-to-day management of the Group and the implementation of strategies approved by the Board. The Managing Director is supported by the Management Team whose responsibilities and authorities are outlined in the Statement of Authority approved by the Board.

A schedule of key matters is specifically reserved for the Board's consideration and decision-making to ensure that the direction and control of the Group are in its hands. These matters are outlined in the Board Charter approved by the Board.

Board Meetings

The Board meets quarterly to review business and financial performance and discuss operational and industry issues and challenges affecting the Group, with additional meetings convened as required. In FY2025, the Board held four (4) meetings. The Finance Director and Company Secretary attended all meetings, while other Management Team members attended by invitation. The attendance of each Director at the Board meetings, was as follows:

Name	Designation	Attendance
Dato' Sri Idris Jala (Chairman)	Independent Non-Executive Director	4/4
Choo Tay Sian, Kenneth	Non-Independent Non-Executive Director	4/4
Lau Nai Pek	Senior Independent Non-Executive Director	4/4
Chua Carmen	Independent Non-Executive Director	4/4
Erin Sakinah Atan	Non-Independent Non-Executive Director	4/4
Martijn Rene van Keulen	Managing Director	4/4
Seng Yi-Ying (Resigned on 1 January 2026)	Non-Independent Non-Executive Director	*3/4

Shelly Kohli was appointed to the Board on 1 January 2026

* Absent from one meeting due to other commitments.

During Board Meetings, the Managing Director leads the presentation, providing comprehensive explanation of the Group's strategy and priorities, business performance and other pertinent issues whilst the Finance Director reports on the Group's financial performance and financial-related matters. Other Management Team members provide updates on activities and issues within their responsibility.

Directors are encouraged to actively participate and share their perspectives during deliberations in meetings. They may also pose questions to Management before each Board Meeting for better preparation. Board decisions are made by consensus. Directors with conflicts of interest abstain from deliberation and voting on the relevant matters.

The proceedings of all meetings, including discussed issues, decisions, dissenting views, abstentions, and action items are recorded in the minutes by the Company Secretary. Urgent or administrative matters between Board meetings are addressed through circular resolutions with supporting information. This procedure is also applicable to the Board Committees.

Independent Directors also met separately during FY2025, without the presence of Management or Non-Independent Directors, to exchange insights and potential enhancements in governance.

Access to Information and Advice

Directors are provided with timely, accurate, and comprehensive information to facilitate informed decision-making. Meeting materials are circulated at least five (5) days in advance, and Directors have unrestricted access to the Management Team and the Company Secretary. With the Board's approval, Directors may seek independent professional advice at the Company's expense on specific issues to assist them in discharging their duties effectively.

Directors' Training and Development

The Board recognises the importance of continuous professional development. All Directors, except for Shelly Kohli who joined the Board on 1 January 2026, have completed the Mandatory Accreditation Programme (MAP) Part I and Part II. Shelly Kohli has committed to complete the MAP Part I in March 2026 and Part II within the required timeline. During FY2025, Directors attended various training programmes relevant to governance, sustainability, risk management and industry developments, whilst some participated in forums and seminars as speakers and panellists in their areas of expertise.

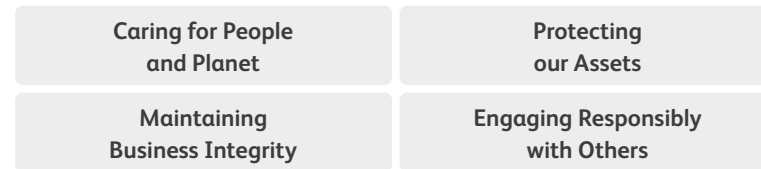
Corporate Governance Overview Statement

Integrity and Ethical Conduct

The Board promotes a strong culture of integrity and ethical conduct across the Group. The Group has in place comprehensive policies, including the HEINEKEN Code of Business Conduct (HeiCode), Responsible Marketing Code, Supplier and Distributor Codes of Conduct, and the Speak Up Policy, which provides confidential channels for reporting misconduct without fear of retaliation.

HeiCode

The Code outlines the key principles and expectations that apply to all individuals within the Group, covering topics such as discrimination, harassment, fraud, and corruption. It defines standards of conduct and behaviour expected at work, within and beyond the Group and applies to all business operations, organised into four (4) broad categories:



The HeiCode and related policies, communications and training materials are accessible through the Business Conduct Portal for employees. Each year, employees must complete e-learning modules covering anti-bribery and corruption, fraud and security awareness, data privacy, competition law, Life Saving Commitments and responsible consumption.

Board members and employees, including senior management, are required to annually disclose any potential conflicts of interest between their personal interests and those of the Company or its subsidiaries. This policy ensures Group decisions remain objective and free from personal bias.

Responsible Marketing Code

The Code sets strict standards for marketing, promoting responsible drinking, avoiding appeal to minors, and not linking alcohol to social, sexual, health, or functional success. It ensures transparency, accuracy, safe behaviours, respect for consumer choice, and care for people and the planet, especially in high-risk areas like digital media, sponsorships, and promotions. All marketing materials are reviewed for compliance before publication.

Supplier Code and Distributor Code of Conduct

The Code sets out the minimum standards expected of all suppliers and distributors to ensure responsible, ethical and sustainable business practices across the Group's value chain. It requires compliance with all applicable laws and a commitment to conducting business with integrity and fairness, including zero tolerance for bribery, corruption, unfair competition and conflicts of interest, and proper management of financial records and confidential information. The Code also emphasises respect for human rights, fair labour practices, safe working conditions, reduced environmental impact, responsible sourcing, and effective grievance mechanisms, and it allows the Group to assess compliance and enforce corrective actions where standards are not met.

The Group has proactive measures to ensure its business partners uphold its values and dedication to responsible business conduct. The Group applies a due-diligence tool to identify and manage third-party risks such as bribery and corruption.

Speak Up Policy

This Policy provides a confidential process for employees and stakeholders to report suspected misconduct or unethical practices without fear of retaliation. Reports can be submitted to designated trusted representatives appointed by the Company or through an independent, 24/7 Speak Up Service. A Global Speak Up Review Team, which comprises representatives from Global Business Conduct, Global Process & Control Improvement, Global Audit and Global People, reviews all reports to decide if concerns should be handled by the Global Integrity Committee or by respective companies involved. The policy has been communicated to the Group's employees and business partners.

The HeiCode and the HEINEKEN Speak Up Policy are available on the Company's website at <https://www.heinekenmalaysia.com/corporate-governance/>.

Sustainability Governance

The Board oversees the Group's sustainability strategy, which is aligned with the updated HEINEKEN's sustainability strategy "Brew a Better World 2030" (BaBW). The Group has in place ESG Framework and a Sustainability Policy to reinforce its commitment to integrating environmental, social and governance (ESG) factors such as climate-related issues, into the Group's overall strategy and risk management processes.

The Board is supported by a Sustainability Committee which is responsible for strategically managing material sustainability matters, including the formulation and implementation of the Group's sustainability priorities and initiatives. The Sustainability Committee is chaired by the

Corporate Governance Overview Statement

Managing Director, who is supported by a secretariat led by the Corporate Affairs & Legal Director (CAL Director). The committee comprises members of the Management Team who monitor the progress of sustainability performance within their respective pillars. The CAL Director reports to the Managing Director and provides quarterly updates to the Board on the progress of the sustainability priorities and initiatives undertaken by the Group.

The updated BaBW strategy continues to have clear ambitions and measurable goals across three pillars: Responsible Consumption, Social and Environmental. The objectives are to promote responsible consumption and no harmful use, foster fairness and inclusion, and reach net zero across our value chain.

Responsible Consumption	Social	Environmental
<ul style="list-style-type: none"> Always a Choice Address Harmful Use 	<ul style="list-style-type: none"> Foster Fairness and Inclusion Positive Impact in our Communities 	<ul style="list-style-type: none"> Towards Healthy Watersheds & Nature Maximise Circularity Reach Net Zero Carbon

The BaBW ambitions are in line with the benchmarks set by the United Nations Global Compact, aiming to contribute to the United Nations Sustainable Development Goals to protect the planet, ensure prosperity and end poverty. Initiatives within each priority area are driven by relevant functions and departments across the organisation.

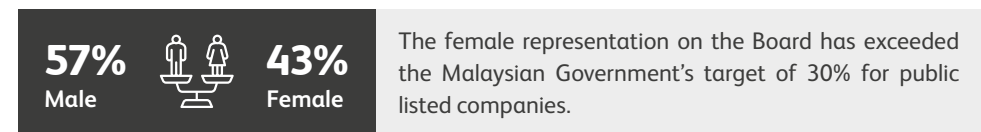
Additional details regarding the Company's sustainability strategy and ambitions are reported in the ESG Review of this Annual Report. The Sustainability Policy is available on the Company's website at <https://www.heinekenmalaysia.com/corporate-governance/>.

Board Composition and Diversity

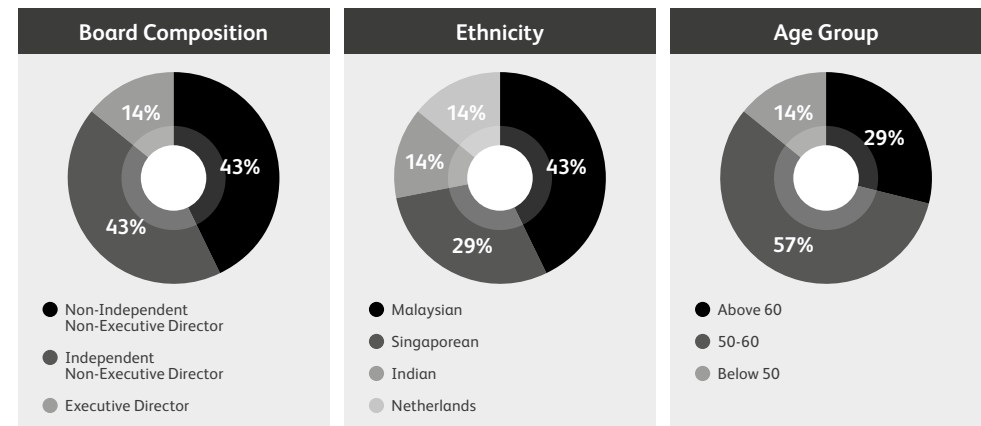
The Board comprises seven (7) Directors, including an Independent Non-Executive Chairman, a Managing Director and five (5) Non-Executive Directors. Three (3) of the Non-Executive Directors are Independent Directors whose primary responsibility is to provide independent perspective and safeguard minority shareholders' interests. Mr Lau Nai Pek, the ARMC Chairman, has been designated as the Senior Independent Non-Executive Director of the Company. His roles are outlined in the Board Charter.

The Board acknowledges the MCCG's recommendation that large companies' Board should maintain a majority of Independent Directors. Given the existing shareholding structure, where Heineken N.V. indirectly holds 51% equity interest through its wholly-owned subsidiary, GAPL Pte Ltd, the Board believes that to fully leverage the experience of the HEINEKEN Group and ensure

focus on long-term value creation, it is in the best interest of the Company and the stakeholders that the Board includes a fair and adequate representation of the major shareholders.



The Board is composed of highly qualified professionals with expertise in strategy, risk management, business, finance, media, sustainability, and legal matters. The Group values diversity and maintains a balanced mix of gender, ethnicity, age, and independence to ensure effective decision-making and these factors are considered during selection to provide a broad range of perspectives. The Board's diversity is depicted as follows:



On tenure limitations of Independent Directors, the Board is guided by the recommended approach under the MCCG. Shareholders' approval is sought to retain Independent Directors whose cumulative tenure exceeds the 9-year limit, failing which, they will be re-designated as Non-Independent Directors.

Appointments to the Board

Appointments to the Board follow a formal and transparent process led by the NRC. The NRC reviews the Board composition, identifies gaps, determines the selection criteria and assesses candidates based on professional knowledge and experience, guided by the Directors' Fit & Proper Policy. Candidates are sourced through professional networks and external channels, with engagement sessions held before a final recommendation is made.

The Directors' Fit & Proper Policy is available on the Company's website at <https://www.heinekenmalaysia.com/corporate-governance/>.

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To uphold independence in accordance with MCCG best practices, the Board will ensure that individuals who are active politicians are neither appointed nor retained as Directors. Additionally, any former audit partners or their affiliates must observe a three-year cooling-off period prior to consideration for appointment as an Independent Director of the Company.

A comprehensive induction programme will be organised for newly appointed Directors to facilitate their understanding of the Group's business and operations, organisational structure, management functions and industry challenges. Management Team members will provide an overview of their responsibilities and key strategies. The programme also includes a brewery tour to enhance understanding of the supply chain operations.

Board Effectiveness Evaluation

The Board, with the assistance of the NRC and Company Secretary, conducts an annual evaluation of the Board, Board Committees and Directors' performance and contributions. This process involved the Board members completing online questionnaires that encompassed various parameters to evaluate the Board's effectiveness against best practices.

Based on the results of the FY2025 Board Effectiveness Evaluation conducted via an online survey, the Board was satisfied with its overall performance. It was concluded that both the Board and the Board Committees effectively discharged their responsibilities, demonstrating strong leadership, constructive dynamics, robust oversight, and positive engagement with Management, as outlined below:

- The Board operates within a robust governance framework, providing strategic oversight and constructively challenging Management to ensure effective implementation of strategy, risk management, and internal controls. The Board also demonstrated strong oversight of sustainability and ESG matters, stakeholder engagement, and corporate reporting.
- The Board has an appropriate size and a well-balanced composition, bringing diverse expertise that strengthens decision-making and governance. Directors demonstrated a clear understanding of their roles and consistently act with professional independence.
- The Board is led by a knowledgeable and respected Chairman. He facilitates open and meaningful engagement among Directors, fosters constructive discussions focused on the Company's best interests.
- Directors actively engaged in Board and Board Committee meetings, contributing practical insights and guidance for informed decisions and effective oversight of the Group's strategic direction and long-term priorities.
- Board Committees provided appropriate reporting and recommendations that enhance the Board's overall effectiveness.
- The Board and Management maintained a collaborative working relationship, with Management providing comprehensive and timely updates on strategy and performance and the Board providing valuable feedback.

For FY2026, the Board will continue its strategic oversight of the Group's business operations and performance management, focusing on the following priorities:

- (i) Leveraging artificial intelligence to enhance productivity and operational efficiency.
- (ii) Developing strategies to strengthen competitive advantages and respond to evolving trends in alcohol consumption.
- (iii) Fostering leadership and talent development.

NRC

The NRC is responsible for assisting the Board with nomination and remuneration matters. The roles and responsibilities of the NRC are outlined in its Terms of Reference. The NRC consists of five (5) Non-Executive Directors, with a majority being Independent Directors including the Chairman.

Name	Designation	Date appointed	Years of service
Dato' Sri Idris Jala (Chairman)	Independent Non-Executive Director	1 January 2017	9 years +
Choo Tay Sian, Kenneth*	Non-Independent Non-Executive Director	26 October 2020	5 years +
Lau Nai Pek	Senior Independent Non-Executive Director	22 May 2021	4 years +
Chua Carmen	Independent Non-Executive Director	13 May 2023	2 years +
Erin Sakinah Atan*	Non-Independent Non-Executive Director	14 July 2023	2 years +

* Representing HEINEKEN, major shareholder of the Company.

The NRC meets once a year and it typically precedes with Board Meeting. The Managing Director and the Company Secretary attend every meeting, whilst the People Director attends by invitation. Decisions may be made through circular resolutions if needed. The NRC Chairman reports to the Board on matters deliberated at every NRC meeting.

Corporate Governance Overview Statement

In FY2025, the NRC held one (1) meeting with full attendance. At this meeting, the NRC deliberated and reported the following matters to the Board:

- Management's proposals on short-term incentive payments and annual salary review for the Group's employees.
- The effectiveness of the Board and the Board Committees, as well as Directors' performance evaluations.
- Recommendation for re-election of retiring Directors and retention of a long-serving independent Director at the Company's Annual General Meeting (AGM).

Additionally, during FY2025, the NRC considered and recommended the following appointments for the Board's approval:

- Appointment of Ms Jana Martine Hanneman, to succeed Mr Christiaan Johannes Folkerts, as the Finance Director of the Company.
- Appointment of Ms Shelly Kohli, nominated by the major shareholder, to replace Ms Seng Yi-Ying as a Director of the Company.

The NRC's Terms of Reference are available on the Company's website at <https://www.heinekenmalaysia.com/corporate-governance/>.

Remuneration

The remuneration matters of the Group fall under the purview of the NRC. The NRC is guided by the following principles as stipulated in the Company's Remuneration Policy:

- Remuneration should reflect performance, complexity, and responsibility with a view to attracting, motivating, and retaining high performance individuals whilst enhancing the Company's value for its shareholders.
- Remuneration practices are benchmarked against external market data using remuneration surveys to ensure fair compensation for staff.
- The process of remuneration management shall be transparent, conducted in good faith and adhere to appropriate levels of confidentiality.

The remuneration of the Management Team including the Managing Director, is determined based on the HEINEKEN Global Senior Management Reward Policy. Their remuneration includes fixed pay, performance-linked components and a long-term incentive plan. The Managing Director's salary excludes commissions and any share of the Group's revenue. Additionally, the Managing Director does not receive any annual fee nor meeting allowances for attending Board and Board Committees Meetings. Each year, the Managing Director's performance is evaluated based on both corporate and individual performance metrics.

The remuneration for Non-Executive Directors is determined based on a standard fixed fee structure. The Chairman of the Board and the Board Committees receive additional allowance in recognition of their additional responsibilities and commitments. Non-Executive Directors serving on the Board Committees are also entitled to an extra fee. Meeting allowances are provided for attendance at the Board and Board Committees Meetings. Further details regarding the remuneration package for Non-Executive Directors are reported in the CG Report 2025.

The NRC is responsible for reviewing the remuneration package for Non-Executive Directors to ensure it adequately reflects their expertise, level of responsibilities, contributions, and alignment with prevailing market standards. Any proposed changes to the remuneration package will be presented to the Board for consideration and approval.

The Board collectively determines the remuneration of Non-Executive Directors, based upon recommendation from the NRC. Individual Non-Executive Directors are required to refrain from deliberating and voting on their own remuneration. Director fees and any benefits payable to Non-Executive Directors are subject to shareholders' approval at the AGM.

At the 61st AGM held on 7 May 2025, shareholders' approval was obtained for the payment of Directors' fees and benefits up to RM810,000 for the Non-Executive Directors for FY2025. The total remuneration paid to the Company's Non-Executive Directors for FY2025 amounted to RM799,800. A detailed breakdown of the remuneration paid to both the Non-Executive Directors and the Managing Director serving during FY2025, is disclosed in the CG Report 2025.

The Remuneration Policy is available on the Company's website at <https://www.heinekenmalaysia.com/corporate-governance/>.

Principle B Effective Audit and Risk Management

ARMC

The ARMC assists the Board in overseeing financial reporting, audit processes, risk management and internal control systems. It comprises three (3) Non-Executive Directors, most of whom are Independent, including the Chairman, who is not the Board Chairman. All members are financially literate, experienced, knowledgeable about the Group's business, and can objectively review and recommend on ARMC matters, such as financial reporting. None of the ARMC members is a former audit partner. More details on the ARMC composition and responsibilities are provided in the Audit & Risk Management Committee Report.

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The Board, via the NRC, evaluated the performance and effectiveness of the ARMC for FY2025 and is satisfied that the ARMC and its members have effectively discharged their functions, duties and responsibilities in accordance with the ARMC's Terms of Reference.

The Board ensures that the Group's financial statements comply with the relevant financial reporting standards and applicable legislation and regulations. The Statement by the Directors regarding the preparation of the Group's financial statements is included in the Financial Statements section of this Annual Report.

Independence of External Auditors

The Board, through the ARMC, maintains a professional and independent relationship with external auditors. The ARMC has direct communication authority and meets with them twice yearly to review audit plans, findings, and financial statements. It also holds private meetings without management to address concerns, confidential matters, and audit observations.

The ARMC evaluated the independence and objectivity of external auditors for statutory audits and prior to non-audit engagements. The external auditors, KPMG PLT, have confirmed compliance with both the Malaysian Institute of Accountants' By-Laws (on Professional Ethics, Conduct and Practice) (By-Laws) and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code). They have also affirmed that they have fulfilled their ethical responsibilities according to the By-Laws and IESBA Code.

The ARMC reviewed the non-audit services and related fees to ensure they do not compromise the auditors' independence, guided by the established policies on permissible and non-permissible services. For FY2025, the external auditors were primarily engaged to perform statutory audit on the Group's financial statements and review the Company's Statement on Risk Management and Internal Control. The fees for these services were disclosed in the Audit & Risk Management Committee Report. The ARMC also reviewed the audit firm's Annual Transparency Report.

Risk Management and Internal Control

The Group has adopted the HEINEKEN risk management and internal control systems which enable Management to identify, assess, prioritise and manage risks on a continuous and systematic basis. The Board, through the ARMC, regularly reviews the adequacy, integrity and effectiveness of these systems.

As an integral part of the risk management and internal control systems, an assessment is also performed through the HEINEKEN Risk and Control Matrix compliance programme on the internal controls surrounding the Group's financial reporting process on an annual basis, emphasising on transparency, accountability and safeguarding of the Group's assets. Assessment results are presented to the ARMC during their quarterly meetings.

The Internal Audit function, performed in-house, supports the ARMC and Management with risk management, internal control and governance. Guided by its Charter, it independently reviews the Group's internal control system to ensure that they are adequate for addressing risks and improvement recommendations are implemented. Led by the Head of Internal Audit, the function reports directly to the ARMC, which annually evaluates its performance and audit plan, including scope, methodology, resources, and authority. It operates independently from the activities it audits. Further information is available in the Audit & Risk Management Committee Report.

Based on the FY2025 evaluation carried out by the ARMC, the Internal Audit function was found to be effective and independent, offering valuable recommendations to strengthen controls within the Group. The Board considers the Group's risk management and internal control systems adequate and effective in protecting assets, shareholder investments, and stakeholder interests, with key features described in the Statement on Risk Management and Internal Control.

Principle



Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

Communication with Stakeholders

The Company prioritises timely and fair dissemination of material information to shareholders, investors and the public. It maintains proactive communication to foster mutual understanding among all stakeholders.

The Company is guided by the disclosure requirements stipulated under the Bursa Malaysia's Main Market Listing Requirements, Bursa Malaysia's Corporate Disclosure Guide, HEINEKEN Media Policy, and Financial Disclosure Guidelines. These guidelines specify the authorised spokespersons and outline how material information is shared, confidentiality is maintained, and information is disseminated.

The Company's Annual Report serves as a key communication tool with the Group's stakeholders, providing a comprehensive review of the Group's financial and non-financial performance. It is published on a timely basis and made available electronically to shareholders immediately upon release.

The Company leverages various communication platforms to engage with shareholders and stakeholders. These include announcements via Bursa LINK, publication on the Company's website, bi-annually results briefings with analysts, fund managers and media, engagements through the Investor Relations function and the Company's social media. In 2025, the Company conducted several engagement activities with its stakeholders. Details of the engagement activities are reported in the Stakeholder Engagement section within the ESG Review in this Annual Report.

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Conduct of General Meetings

The Company's AGM serves as an important platform for shareholders to interact with the Board and Management. In 2025, the AGM was held in person at a centrally located venue. Shareholders were informed of the meeting well in advance, and all pertinent reports were made available on both the Company's website and Bursa Malaysia's website at least 28 days prior to the event. The AGM was attended by members of the Board and Management Team including the Finance Director, the Company Secretary, external auditors and shareholders.

At the AGM, the Managing Director presented a comprehensive review of the Group's business performance with insights into the Group's activities including new product launches, key challenges, market outlook and strategies, and priorities for the ensuing year, whilst the Finance Director provided an overview of the Group's financial performance. Shareholders were given the opportunity to raise questions, provide feedback, and vote by poll. During the meeting, the Chairman and the Managing Director addressed all the questions, including those from the Minority Shareholder Watch Group. All resolutions were decided by poll, with an independent scrutineer validating the votes. The poll results were announced before the conclusion of the AGM and published on the Company's website and via Bursa LINK the same day. Minutes of the meeting along with the written responses to relevant questions raised were also made available on the Company's website at www.heinekenmalaysia.com.

LOOKING AHEAD

The Board will continue to strengthen governance practices, enhance sustainability oversight and manage material risks effectively to support the Group's long-term growth and value creation.

This Corporate Governance Overview Statement was approved by the Board on 27 February 2026.