

FOOD FOR A  
*Better World*

ANNUAL REPORT 2025



**KaWan**  
KAWAN FOOD BERHAD

200401001942 (640445-V)

# 01 02

## Kawan At A Glance

## This Is Kawan Food Berhad

- 3 Our Corporate Profile
- 4 Corporate Information
- 5 Corporate Structure
- 6 Our Supply Chain Model

## Food For A Better World

We are proud to be in businesses that help to make this world a better and safer place for us and our future generations to live in. Growing the vision is an aspiration at Kawan Food to create a better world for all of us.

## Our Strategic Review

- 8 Management Discussion and Analysis
- 12 Sustainability Statement
- 17 Stakeholder Engagement
- 19 Materiality Assessment and Key Sustainability Matters
- 20 FY2025 Key Sustainability Highlights
- 21 Short-, Medium- & Long-Term Commitments
- 24 Risks and Opportunities
- 26 Economic
- 32 Environmental
- 37 Social
- 46 Sustainability Performance Data
- 49 Bursa Sustainability Performance Data
- 54 GRI Content Index Reference

# 03 04

## Our Commitment to Good Corporate Governance

- 56 Board At A Glance
- 58 Board of Directors' Profiles
- 68 Key Management Profiles
- 70 Corporate Governance Overview Statement
- 82 Statement on Risk Management and Internal Control
- 90 Audit Committee Report
- 93 Additional Compliance Information

## Other Information

- 94 Statement on Directors' Responsibility
- 95 Syariah Screening Disclosure
- 96 List of Properties
- 99 Analysis on Shareholdings
- 102 Notice of the 22<sup>nd</sup> Annual General Meeting
- 111 Administrative Details
- \* Proxy Form

## 22<sup>nd</sup> Annual General Meeting

Tuesday, 23<sup>rd</sup> June 2026

10:30 a.m.



Scan the QR code to visit  
Kawan Food Berhad's website  
for our latest annual report

## Kawan at a Glance

Driven by a workforce of **869 dedicated employees**, we specialize in the innovation, production, and global distribution of ethnic flatbreads and pastries. Our flagship brands: Kawan and KG Pastry, are household names in over **40 countries**. By leveraging an omni-channel distribution network of retail partnerships, e-commerce, and direct-to-consumer sales, we continue to bring the authentic taste of Asia to the world, underpinned by a commitment to sustainability and food security.

**With a heritage spanning over 60 years, Kawan Food Berhad remains one of Malaysia's leading manufacturers and exporters of frozen Asian delicacies. From our humble beginnings in the 1960s, we have evolved into a global powerhouse, operating a state-of-the-art, highly automated manufacturing hub in Pulau Indah.**



### Our Performance for 2025

#### Revenue

**RM252.94**  
million

2024: RM317.55 million

#### Dividend Per Share

**1.00**  
sen

2024: 9.00 sen

#### Profit Before Taxation

**RM11.74**  
million

2024: RM41.16 million

#### Earnings Per Share

**2.32**  
sen

2024: 9.10 sen

#### Profit After Taxation

**RM8.12**  
million

2024: RM31.65 million

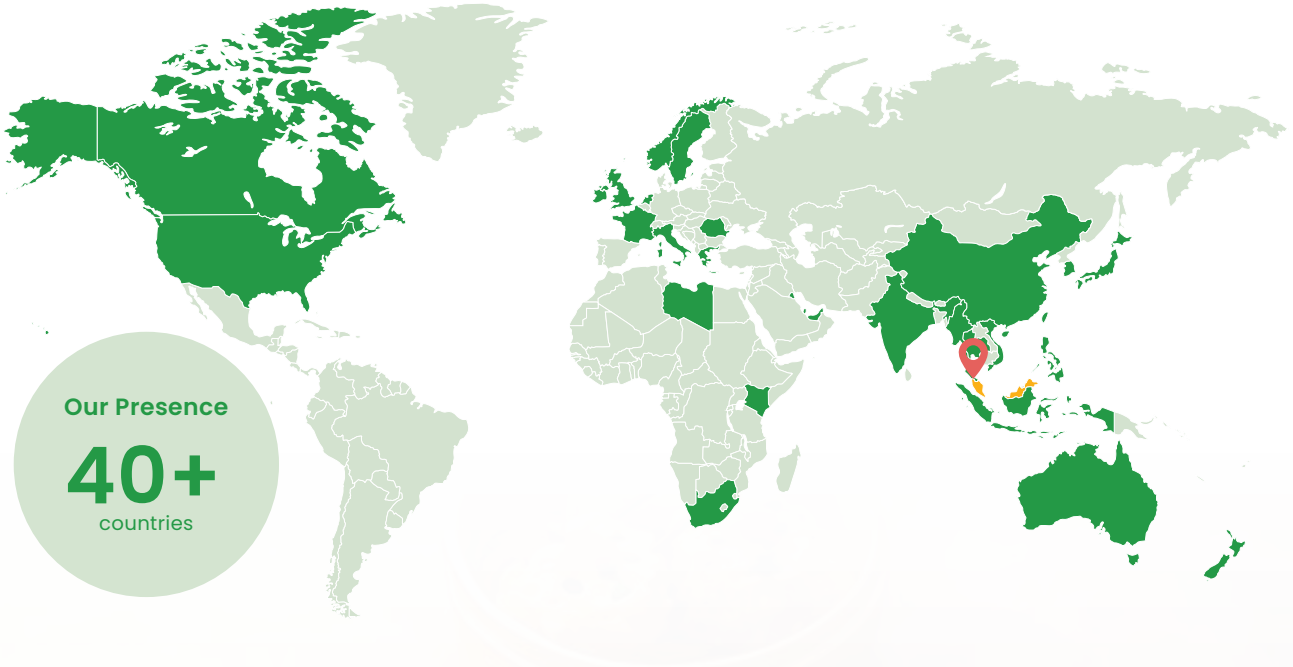
#### Employees

**869**  
people

2024: 907 people

## Our Corporate Profile

### Our Presence



#### Vision

Food for a Better World

#### Purpose

Making family food traditions more enjoyable and accessible than ever, by nurturing a greener, more wholesome, and connected world for our children.

### Core Values



#### Responsibility

We take ownership and responsibility of our results.



#### Discipline

We are dedicated and committed to achieve higher efficiency and effectiveness.



#### Teamwork

We work together as a team to achieve our mission by having open communication, mutual respect, and sharing of knowledge.



#### Innovative

We embrace new ideas and are constantly changing to meet our customers' needs.



#### Integrity

We are committed to be fair & honest in all our dealings and adhere to the highest ethical standards.

### Our Products



## Corporate Information

### Board of Directors

#### LIM HUN SOON @ DAVID LIM

Non-Independent Non-Executive Chairman

#### GAN THIAM CHAI

Chairman Emeritus and Acting Group Managing Director

#### GAN KA BIEN

Executive Director

#### DR. NIK ISMAIL BIN NIK DAUD

Senior Independent Non-Executive Director

#### EUGENE HON KAH WENG

Independent Non-Executive Director

#### NOOR ALINA BINTI MOHAMAD FAIZ

Independent Non-Executive Director

#### GAN KA HUI

Non-Independent Non-Executive Director

#### GAN MENG HOI

Non-Independent Non-Executive Director

#### GAN KA OOI

Non-Independent Non-Executive Director

#### NEEL NARESH NAGRECHA

Non-Independent Non-Executive Director

#### ABDUL RAZAK BIN SHAKOR

Non-Independent Non-Executive Director  
(Retired on 23 June 2025)

### Audit Committee

#### Eugene Hon Kah Weng

Chairman

#### Dr. Nik Ismail bin Nik Daud

Member

#### Noor Alina binti Mohamad Faiz

Member

### Remuneration Committee

#### Dr. Nik Ismail bin Nik Daud

Chairman

#### Eugene Hon Kah Weng

Member

#### Noor Alina binti Mohamad Faiz

Member

### Nominating Committee

#### Noor Alina binti Mohamad Faiz

Chairperson

#### Eugene Hon Kah Weng

Member

#### Dr. Nik Ismail bin Nik Daud

Member

#### Registered Office

##### Boardroom Corporate Services Sdn. Bhd.

(Registration No. 196001000110 (3775-X))

12<sup>th</sup> Floor, Menara Symphony  
No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13  
46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia  
T +603 7890 4800 F +603 7890 4650  
E boardroom-kl@boardroomlimited.com

#### Share Registrar

##### Boardroom Share Registrars Sdn. Bhd.

(Registration No. 199601006647 (378993-D))

11<sup>th</sup> Floor, Menara Symphony  
No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13  
46200 Petaling Jaya,  
Selangor Darul Ehsan, Malaysia  
T +603 7890 4700 F +603 7890 4670  
E bsr.helpdesk@boardroomlimited.com

#### Management Office

Lot 129351, Jalan Sungai Pinang 4/19  
Taman Perindustrian Pulau Indah  
Selangor Halal Hub, Fasa 2C  
42920 Pulau Indah  
Selangor Darul Ehsan, Malaysia  
T +603 3099 1188 F +603 3099 1028  
E info@kawanfood.com

#### Secretaries

##### TAI YIT CHAN

(MAICSA 7009143/SSM Practicing Certificate No. 202008001023)

##### TAI YUEN LING

(LS 0008513/SSM Practicing Certificate No. 202008001075)

#### Auditors

RSM Malaysia PLT (202206000002(LLP0030276-LCA) & AF 0768)

5<sup>th</sup> Floor, Penthouse, Wisma RKT  
Block A, No 2, Jalan Raja Abdullah  
Off Jalan Sultan Ismail  
50300 Kuala Lumpur, Malaysia  
T +603 2610 2888 F +603 2698 6600

#### Principal Bankers

##### HSBC Bank Malaysia Berhad

(Registration No. 198401015221 (127776-V))

##### Malayan Banking Berhad

(Registration No. 196001000142 (3813-K))

##### RHB Bank Berhad

(Registration No. 196501000373 (6171-M))

##### United Overseas Bank (Malaysia) Bhd

(Registration No. 199301017069 (271809-K))

#### Stock Exchange Listing

##### MAIN MARKET OF BURSA MALAYSIA SECURITIES BERHAD

Stock Name : KAWAN

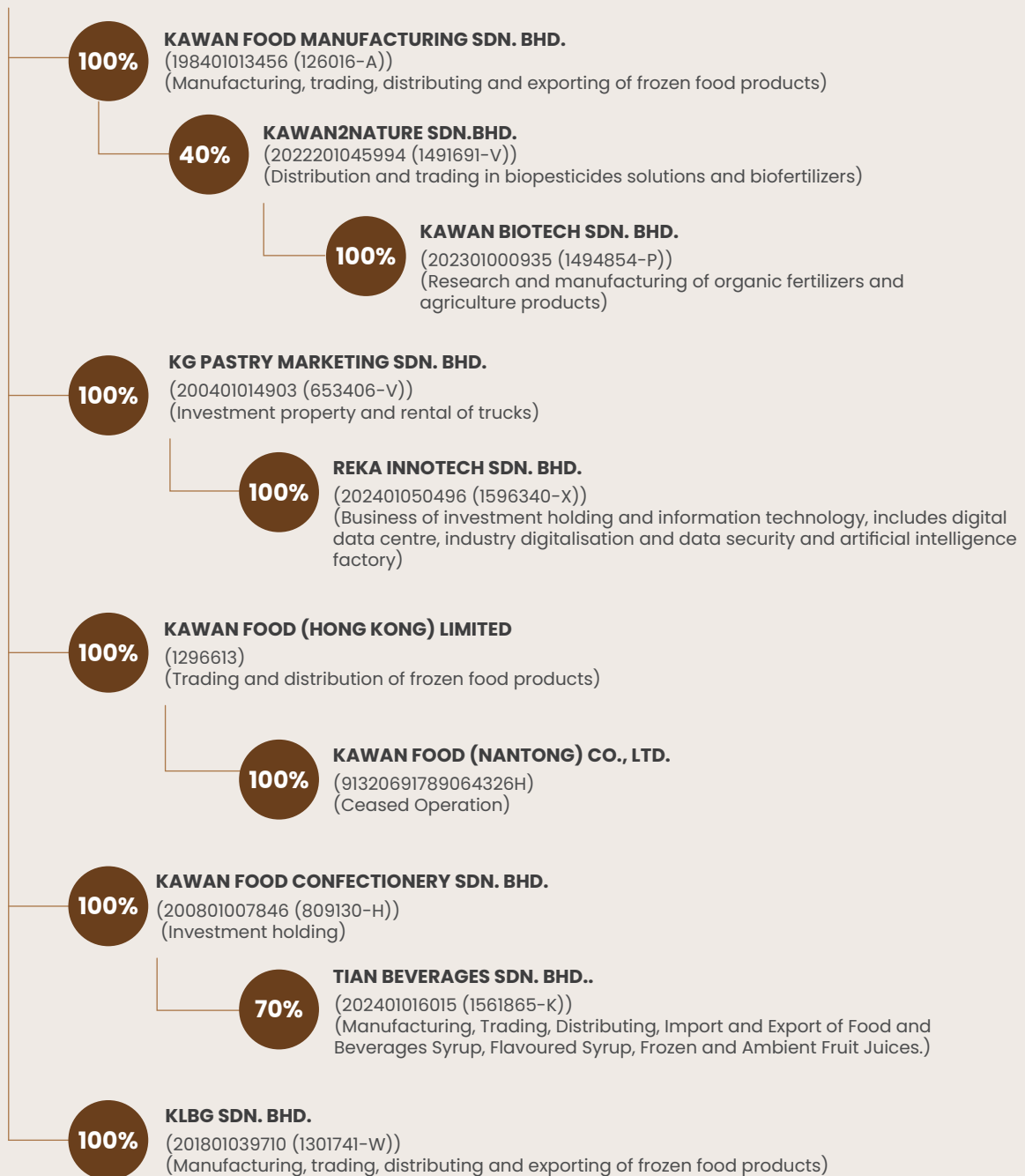
Stock Code: 7216

Website : [www.kawanfood.com](http://www.kawanfood.com)

# Corporate Structure



200401001942 (640445-V)

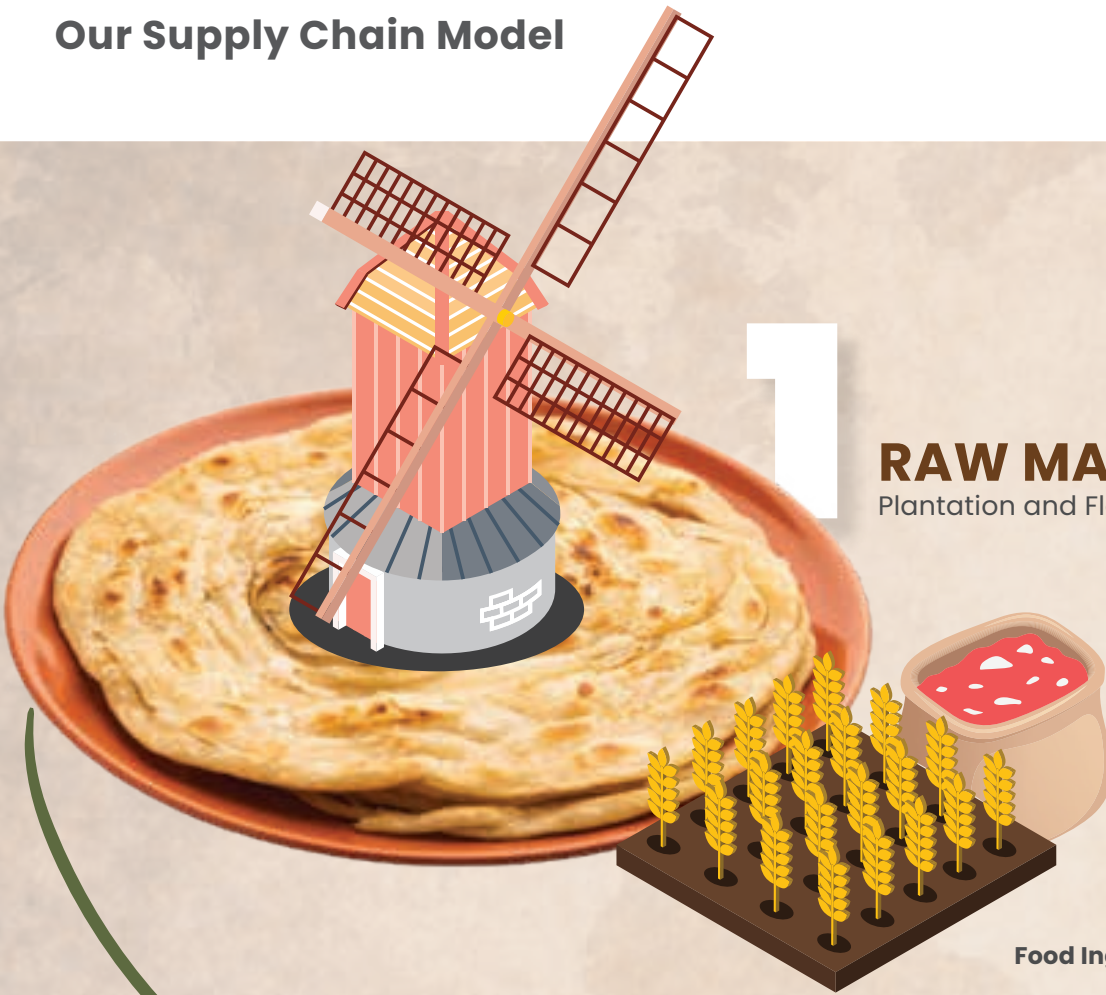


# Our Supply Chain Model

1

## RAW MATERIALS

Plantation and Flour Milling



Food Ingredients

2

## MANUFACTURING

Food Manufacturing Process



High Quality Frozen Food

## Our Supply Chain Model

# 4

### MARKETING AND SALES

Distribution Transport



Authentic and Safe Food with Love & Care



# 3

### OUTBOUND LOGISTIC

Distribution Transport



Freight, Logistics and Worldwide Distribution



## Management Discussion and Analysis



### Performance Overview

FY2025 was a year defined by resilience in the face of unprecedented external headwinds. The Group navigated a volatile global operating environment marked by sweeping trade policy shifts and escalating geopolitical conflicts. Despite these challenges, we remained steadfast in our commitment to operational stability, product quality, and supply chain resilience, laying the groundwork for long-term sustainable growth.

**Lim Hun Soon @ David Lim**  
Chairman of the Board



### Revenue

**RM252.94**  
million

2024: RM317.55 million

### Profit before tax ("PBT")

**RM11.74**  
million

2024: RM41.16 million



## Management Discussion and Analysis

The Group recorded revenue of RM252.94 million, a decline from RM317.55 million in FY2024, as export demand softened significantly following the strong post recovery momentum of the previous year. Profit before tax ("PBT") decreased to RM11.74 million, while profit after tax ("PAT") closed at RM8.12 million. The lower profitability reflects the compounded impact of global trade disruptions and geopolitical tensions. Nevertheless, disciplined cost management and efficiency improvements helped mitigate the deeper impact on our bottom line.

We also strengthened our commitment to the local supply chain. In FY2025, 92% of our products and services were sourced locally, aligning with our strategy to enhance supply chain reliability, support domestic vendors, and reduce dependency on external markets. This localisation strategy proved instrumental in maintaining production continuity amidst global supply chain disruptions.

Looking ahead, the Group remains focused on stabilising performance, enhancing cost efficiency, and leveraging process improvements to position the business for recovery and renewed growth in the coming years.

### Operating Environment: Global Crises and Market Volatility

The external environment in FY2025 was significantly more challenging than anticipated, shaped by three major factors:

#### U.S. Trade Policy Shifts - "Liberation Day" Tariffs

In FY2025, the U.S. administration introduced sweeping global tariffs that increased import duties on goods from nearly all countries, including key Asian markets. Regional exporters such as Indonesia and Vietnam faced tariff levels of 10% to 20%, reducing competitiveness and creating widespread uncertainty across global supply chains. As a direct consequence, the Group experienced substantial declines in export volumes to North America (-43.9%), Europe (-36.0%), and Oceania (-30.7%).

#### Geopolitical Conflicts - Ukraine and Middle East

Ongoing conflicts in Ukraine and the Middle East intensified throughout FY2024 and FY2025, contributing to heightened geopolitical tensions and prolonged instability in global markets. The war in Ukraine remained one of the most violent theatres, while the Middle East experienced severe civilian impacts and disruptions. This prolonged uncertainty weakened global consumer sentiment, prompting customers to adopt more conservative ordering patterns and further contributing to the decline in export demand.

#### Domestic Regulatory Adjustment

On the domestic front, the expansion of the service tax scope in July 2025, covering logistics and transportation services led to higher distribution costs in the second half of the financial year. While essential food products remained exempt from sales tax changes, elevated operating costs across the supply chain contributed to margin pressure.

Notwithstanding these factors, Kawan continues to benefit from diesel subsidies provided by Kementerian Perdagangan Dalam Negeri ("KPDN"). The increase in transportation costs is primarily driven by higher underlying material costs rather than diesel-related expenses.

### Operational Resilience and Financial Performance

Despite these headwinds, the Group maintained disciplined execution across its operations.

#### Revenue Performance

Total sales for the year stood at RM252.94 million, representing a 20.3% decrease from RM317.55 million in FY2024. Malaysia remained our largest revenue contributor, accounting for RM139.41 million, with domestic sales growing modestly by 2.52%. This steady domestic performance provided a stable anchor amidst export volatility.

Export regions experienced broad based declines due to weaker market sentiment and normalisation of orders from distributors, consistent with the global demand slowdown.

## Management Discussion and Analysis

### Profitability and Cost Management

Profit before tax declined to RM11.74 million, while profit after tax stood at RM8.12 million. The reduction in profitability was primarily driven by:

- **Lower export volumes across key markets**
- **Competitive pricing pressures as industry players reduced selling prices to sustain demand**

In response to the competitive environment, the Group remained cautious not to compromise margins or brand positioning. Instead of matching aggressive price reductions, we focused on:

- **Optimising cost structures**
- **Strengthening operational efficiency**
- **Prioritising markets where value based differentiation remains strong**

Our continued emphasis on operational efficiency helped mitigate deeper impacts on the bottom line, preserving profitability despite the challenging external environment.

### Strategic Realignments and Forward Looking Strategies

In response to the evolving global landscape, the Group is recalibrating its strategic approach to build resilience across all markets.

#### Market Diversification

With exports impacted by tariff driven disruptions, we are diversifying into more resilient Asian markets while reinforcing long standing customer partnerships. Stable demand in Malaysia (+2.52%) provides a dependable foundation as we refine our market strategy and regain momentum in selective export regions.

#### Sustainability Focused Initiatives

To proactively prepare for the upcoming carbon tax scheduled for implementation in 2026, the Group is accelerating sustainability initiatives, including:

- Enhancing energy efficiency across facilities
- Sourcing lower carbon raw materials

- Upgrading production processes to reduce fuel and electricity usage
- Integrating environmentally responsible design and operational solutions

These measures not only help manage anticipated cost pressures but also strengthen our long term competitive position and align with client expectations and emerging regulatory trends.

#### Cost Optimisation and Supply Chain Strengthening

Cost optimisation, supply chain strengthening, and continuous process improvement remain central to our strategy. Our localization efforts, with 92% of products and services sourced locally, continue to enhance supply chain reliability and reduce dependency on external markets.

#### Outlook and Strategic Direction

Despite near term challenges, the Group views the current environment as a turning point to reshape and strengthen our business. Global markets are recalibrating in response to U.S. tariff changes, and this transition period may open pathways for:

- **Diversification into new regions**
- **Deeper collaboration with regional partners**
- **Improved competitiveness in markets less exposed to tariff volatility**

The Group's strong domestic base, coupled with corrective strategic adjustments, provides a platform to support recovery in key export segments once external conditions stabilise.

We will continue to monitor global trade developments closely, particularly policy shifts affecting tariffs, supply chain disruptions, and geopolitical tensions. As we adapt our strategies and respond proactively to regulatory changes such as the upcoming carbon tax implementation, we remain confident in our ability to safeguard operational resilience and long term performance.

With enhanced efficiency, strengthened capabilities, and a clear focus on sustainable growth, the Group is well positioned to navigate ongoing uncertainties and capture opportunities as the global landscape stabilises.

## Management Discussion and Analysis

### Group Financial Review

#### Revenue (RM'000)

2021	251,770
2022	274,762
2023	287,215
2024	317,549
<b>2025</b>	<b>252,939</b>

#### Dividend Declared Per Share ("DPS") (sen)

2021	3.00
2022	3.00
2023	3.60
2024	9.00
<b>2025</b>	<b>1.00</b>

#### Profit Before Tax (RM'000)

2021	36,656
2022	40,144
2023	34,266
2024	41,160
<b>2025</b>	<b>11,736</b>

#### Earnings Per Share ("EPS") (sen)

2021	8.84
2022	10.70
2023	8.37
2024	9.10
<b>2025</b>	<b>2.32</b>

#### Profit After Tax (RM'000)

2021	31,785
2022	38,478
2023	30,129
2024	31,651
<b>2025</b>	<b>8,122</b>

#### Retained Earnings (RM'000)

2021	177,220
2022	205,075
2023	217,735
2024	224,996
<b>2025</b>	<b>223,073</b>

# Sustainability Statement

## About This Sustainability Statement

Kawan Food Berhad ("Kawan" or "the Company") and its subsidiaries ("the Group," "we," or "our") are committed to responsibly managing their Economic, Environmental, Social, and Governance ("EESG") impacts across operations in Malaysia. Aspiring to be the leading global company offering products that create value and enhance customers' lifestyles, we acknowledge our crucial role in shaping the environment and influencing society.

### OUR VISION

FOOD FOR A  
BETTER WORLD

### OUR MISSION

Making family food traditions more enjoyable and accessible than ever, by nurturing a greener, more wholesome, and connected world for our children.



## Sustainability Statement

This Sustainability Statement ("the Statement") aims to transparently convey our strong commitment to sustainable practices across our operations. Our objective is to create a positive and lasting impact on the communities we serve, significantly contributing to a more sustainable future for our Group.

### Reporting Standards

This Statement was prepared in reference to the following regulatory and guidance:

- Practice Note 9 of the Main Market Listing Requirements
- Sustainability Reporting Guide, 3rd Edition ("SRG") issued by Bursa Malaysia Securities Berhad ("Bursa Malaysia"), 2022
- Global Reporting Initiative ("GRI"), 2021
- International Organisation for Standardisation ("ISO") 2600:2010 Guidance on Social Responsibility
- The United Nations Sustainable Development Goals ("UNSDG")
- Malaysia Code of Corporate Governance, updated April 2021
- The Greenhouse Gas (GHG) Protocol

### Reporting Scope and Boundary

Our report covers the financial year ending ("FYE") 31 December 2025 ("FY2025"), spanning from 1 January 2025 to 31 December 2025.

This sustainability statement encompasses Kawan Food Manufacturing Sdn. Bhd., our active subsidiary involved in the production and sale of frozen food products.

### Feedback

We appreciate your feedback on this Report and the topics discussed within. For inquiries, comments, or suggestions regarding the content of this Report, please contact:

#### Kawan Food Berhad

Lot 129351, Jalan Sungai Pinang 4/19  
Taman Perindustrian Pulau Indah  
Selangor Halal Hub, Fasa 2C  
42920 Pulau Indah  
Selangor Darul Ehsan  
Malaysia

**Tel** : +603-3099 1188

**Fax** : +603-3099 1028

**Email** : [sustainability@kawanfood.com](mailto:sustainability@kawanfood.com)

## Sustainability Statement

### Sustainability Governance Structure

The Group prioritises sustainable development through effective governance, integrating economic, social, and environmental considerations into decision-making. Our inclusive governance framework involves the Board of Directors, the Sustainability Steering Committee (“SSC”) which is chaired by the Chief Operating Officer (“COO”) and supported by the Senior Managers, and Sustainability Working Committee (“SWC”) ensuring thorough oversight of sustainability issues.

The diagram below outlines the roles and responsibilities at each structural level, highlighting our dedication to principled and effective sustainability practices:

#### BOARD OF DIRECTORS

- Oversees Kawan’s sustainability matters, including climate change matters, risks, and opportunities, and is ultimately accountable for the Company’s long-term success.
- The Executive Director of Marketing and ESG is responsible for facilitating and overseeing sustainability matters across the Group.

#### SUSTAINABILITY STEERING COMMITTEE (SSC)

- Chaired by Chief Operating Officer and supported by Senior Managers within the Company.
- Facilitates and oversees sustainability matters.
- Reports to the Board, drives sustainability initiatives, reviews strategies and targets, and manages resource allocation for the implementation of sustainability efforts.

#### SUSTAINABILITY WORKING COMMITTEE (SWC)

- Represented by various Department Heads/Managers.
- Executes and implements sustainability strategies on a day-to-day basis and reports sustainability activities to the Sustainability Committee.
- Analyses available data to assess the Group’s sustainability progress.

At Kawan, we highly value transparency and effective communication. We conduct regular meetings to deliberate on key matters, establish clear action plans, and define timelines to ensure the timely resolution of identified issues. This commitment ensures our team works cohesively, stays well-informed, and fosters a culture of accountability and prompt decision-making.

### Sustainability Policy

Since FY2022, Kawan has committed in advancing sustainability across the frozen food sector in all our operating markets. Our Sustainability Policy reflects our dedication to setting measurable objectives in line with internationally recognised standards and best practices, focusing on addressing the key environmental, social, and governance impacts on our business.

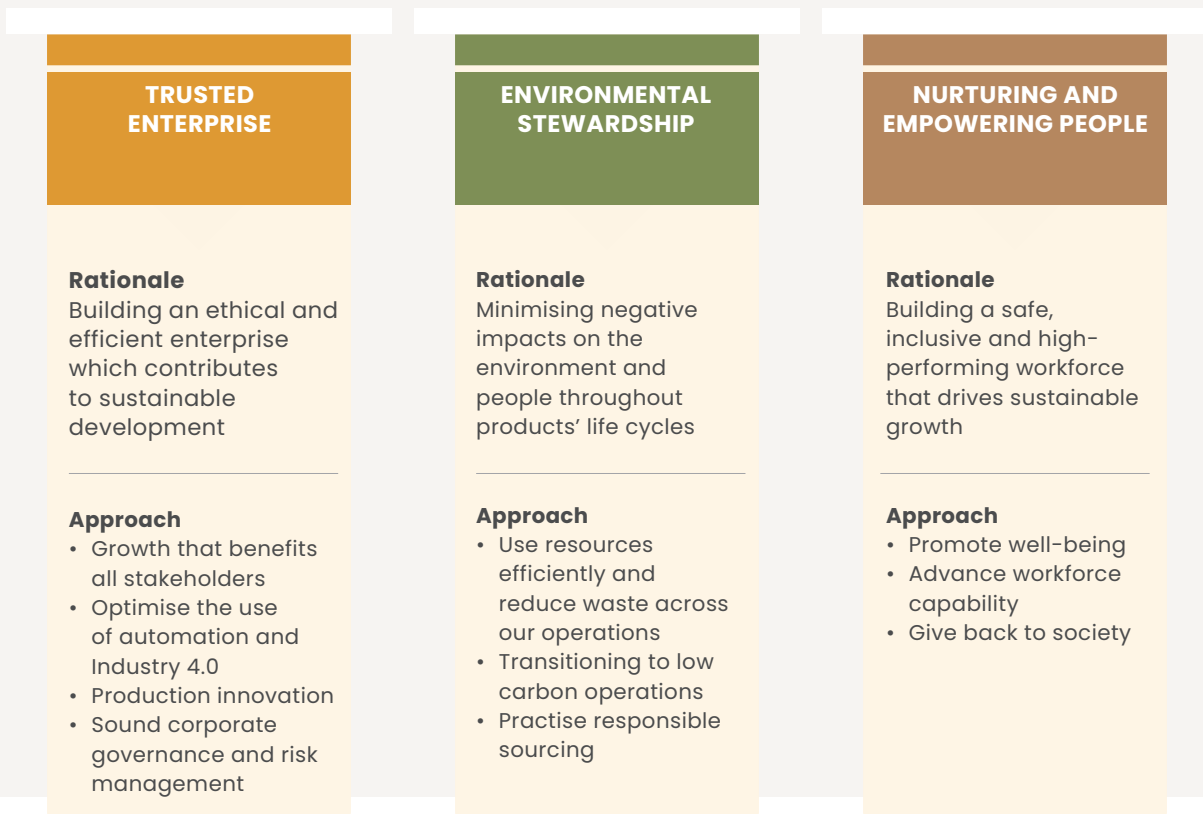


## Sustainability Statement

Kawan's dedication to sustainability is an integral part of our ongoing sustainability journey, built around three core pillars outlined below:










Our Sustainability Policy incorporates the principles of trustworthy business practices, the empowerment and advancement of our people, and a strong commitment to environmental stewardship.

This comprehensive approach establishes our dedication to responsible and ethical business conduct, the well-being and growth of our people, and the protection of our environment.



We view sustainability as an integral part of our business strategy, not as a separate initiative. Accordingly, our Sustainability Policy is designed to complement and align with other corporate policies, creating a cohesive framework that embeds sustainability principles throughout our operations.

## Sustainability Statement

 <b>Anti-Bribery &amp; Anti-Corruption Policy</b>	 <b>Responsible Marketing Policy</b>
 <b>Whistleblowing Policy</b>	 <b>Diversity Policy</b>
 <b>Code of Conduct</b>	 <b>Environmental Policy</b>
 <b>Employee's Handbook</b>	 <b>Fit and Proper Policy</b>
 <b>Human Rights Policy</b>	 <b>Product Health &amp; Nutrition Policy</b>
 <b>Health and Safety Policy</b>	 <b>Energy Management Policy</b>
 <b>Water Policy</b>	 <b>Conflict of Interest Policy</b>
 <b>Sustainable Supply Chain &amp; Procurement Policy</b>	

Our approach is guided by internationally recognised principles and standards, including:

- Fair Trade principles;
- International Labour Organisation Standards;
- UN Guiding Principles on Business and Human Rights; and
- UN Sustainability Development Goals.

We encourage our suppliers, contractors, customers, and employees to understand and follow our Policies, supporting their active participation in driving sustainable practices across the frozen food sector. For further details, our Sustainability Policy is available at <https://kawanfood.com/index.php/our-company/investor-relations/>.







# Stakeholder Engagement

We deeply value our stakeholders, recognising their essential role in helping us achieve our sustainability objectives. At Kawan, we are committed to understanding the perspectives, needs, and concerns of our stakeholders, striving to foster outcomes that are mutually beneficial and contribute to economic, social, and environmental sustainability.

To maintain open and meaningful dialogue, the Group engages with stakeholders through a variety of channels, including:

Methods of Engagement	Frequency	Focus Area	Approach
 <b>Customers</b> (distributors, key accounts, retailers, and consumers)			
<ul style="list-style-type: none"> <li>Surveys</li> <li>Corporate events</li> <li>Meetings</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Customers</li> </ul>	<ul style="list-style-type: none"> <li>Quality, Safe &amp; Accessible Food Choices, page 42</li> <li>Customer Satisfaction, page 27</li> </ul>
 <b>Industrial Affiliates/ Industry and Trade Associations</b>			
<ul style="list-style-type: none"> <li>Association Meetings</li> <li>Training</li> <li>Exhibitions</li> </ul>	Ad-hoc	<ul style="list-style-type: none"> <li>Knowledge and information sharing</li> <li>Adherence to affiliates' charter and code</li> <li>Participation and support in programmes</li> </ul>	<ul style="list-style-type: none"> <li>Economic Contribution to Society, page 26</li> </ul>
 <b>External Goods and Service Providers</b>			
<ul style="list-style-type: none"> <li>Regular Meetings</li> </ul>	Yearly	<ul style="list-style-type: none"> <li>Fair and transparent contract</li> <li>Fair pricing</li> <li>Responsive and timely communication</li> <li>Supplier management process</li> </ul>	<ul style="list-style-type: none"> <li>Ingredients Sourcing &amp; Use, pages 30</li> </ul>
<ul style="list-style-type: none"> <li>Contractual/ Annual Review</li> </ul>	Quarterly		
<ul style="list-style-type: none"> <li>Supplier Evaluation Audits</li> </ul>	Ad-hoc		
 <b>Government and Regulators</b>			
<ul style="list-style-type: none"> <li>Statutory Submissions</li> </ul>	Monthly/ Quarterly/ Yearly	<ul style="list-style-type: none"> <li>Compliance with legal requirements</li> <li>Support for national plans</li> <li>Timely and responsive communication and action</li> </ul>	<ul style="list-style-type: none"> <li>Ethical Business Practices, page 29</li> </ul>
<ul style="list-style-type: none"> <li>Meetings/ Workshops</li> </ul>	Ad-hoc		
<ul style="list-style-type: none"> <li>Site Visits/ Conferences</li> </ul>			

## Stakeholder Engagement

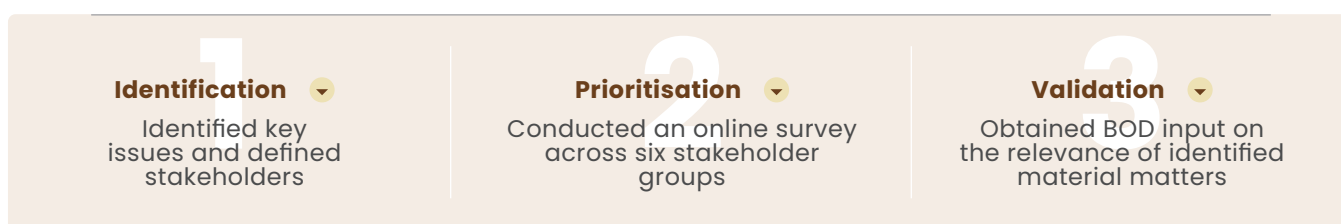
Methods of Engagement	Frequency	Focus Area	Approach
 <b>Financial Institutions</b>			
<ul style="list-style-type: none"> <li>Quarterly announcements</li> </ul>	Quarterly	<ul style="list-style-type: none"> <li>Sustainable business relationship</li> <li>Management of risks</li> </ul>	<ul style="list-style-type: none"> <li>Economic Contribution to Society, page 26</li> <li>Ethical Business Practices, page 29</li> </ul>
<ul style="list-style-type: none"> <li>Meetings</li> </ul>	Ad-hoc		
 <b>Employees</b>			
<ul style="list-style-type: none"> <li>Policies and Procedures</li> </ul>	Yearly	<ul style="list-style-type: none"> <li>Safe and healthy workplace</li> <li>Fair and equal treatment</li> <li>Competitive remuneration</li> <li>Career advancement opportunity</li> <li>Workplace diversity</li> <li>Job security and workplace representation</li> </ul>	<ul style="list-style-type: none"> <li>Diversity and Inclusivity, page 39</li> <li>Local Employment and Sourcing, page 41</li> <li>Labour Matters &amp; Worker Rights, page 38</li> <li>Occupational Health &amp; Safety, page 37</li> <li>Employee Development, page 41</li> </ul>
<ul style="list-style-type: none"> <li>Sports &amp; Social Club</li> <li>Events such as the Annual Dinner and Festive Celebrations</li> <li>Team Building</li> <li>Townhall meetings</li> <li>Department meetings</li> </ul>	Ad-hoc/ Ongoing		
 <b>Local Communities</b>			
<ul style="list-style-type: none"> <li>Corporate Social Responsibility Activities</li> </ul>	Ad-hoc	<ul style="list-style-type: none"> <li>Community engagement</li> </ul>	<ul style="list-style-type: none"> <li>Economic Contribution to Society, page 44</li> <li>Environmental, page 32</li> </ul>
 <b>Media</b>			
<ul style="list-style-type: none"> <li>Interviews/ Press releases</li> <li>Advertisements</li> <li>New product launches</li> </ul>	Ad-hoc	<ul style="list-style-type: none"> <li>News and ongoing</li> <li>Timely and responsive communication</li> </ul>	<ul style="list-style-type: none"> <li>Economic Contribution to Society, page 26</li> </ul>
 <b>Non-Governmental Organisations ("NGOs")</b>			
<ul style="list-style-type: none"> <li>Corporate Social Responsibility and collaboration activities</li> </ul>	Ad-hoc	<ul style="list-style-type: none"> <li>Support of NGOs objectives</li> </ul>	<ul style="list-style-type: none"> <li>Economic Contribution to Society, page 44</li> </ul>
 <b>Learning Institutions</b>			
<ul style="list-style-type: none"> <li>Training and internship programmes</li> </ul>	Ad-hoc	<ul style="list-style-type: none"> <li>Potential internship opportunities</li> <li>Knowledge and information sharing</li> <li>Opportunities for collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Employee Development, page 41</li> </ul>

# Materiality Assessment and Key Sustainability Matters

In FY2024, we reviewed and streamlined our material matters from 16 to 12 to ensure closer alignment with the evolving business environment, organisational priorities, and global sustainability considerations. These 12 matters remained unchanged in FY2025, reflecting their continued relevance to the Group. The review was guided by performance data, input from Key Management and the Board, and feedback from key stakeholders, including external providers, regulators, customers, and employees, focusing on our environmental, social, and economic impacts.

To strengthen our strategic focus, these 12 material matters have been grouped into three key areas. This categorisation enables us to manage risks and opportunities more effectively, set meaningful targets, allocate resources efficiently, and implement impactful sustainability initiatives.

The process for this revision is illustrated below.



The following table highlights our material sustainability matters and the mapping of our sustainability matters to UNSDGs:

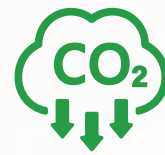
Sustainability matters		UNSDG reference
<b>ECONOMIC</b>		
Economic Contribution to Society	Contribution to economic growth and development through wages, dividends, tax payments, business transactions, and community support	
Ethical Business Practices	Management of ethical issues such as corruption, anti-competitive behaviour and unfair procurement practices within the operations and supply chain	
Production Technology & Innovation	Enhancing production processes through technology and innovation to maximise Kawan's operational efficiency and manage its sustainability impacts	
Ingredients Sourcing & Use	Management of Kawan's suppliers and their environmental, social and ethical performance in the supply chain	
<b>ENVIRONMENTAL</b>		
Energy, Emissions & Climate Change	Management of Kawan's greenhouse gas and other emissions throughout its operations and supply chain plus the energy consumption	
Water	Management of water consumption and effluents throughout Kawan's operations	
Waste Management	Management of land pollution from Kawan's operations, including liquid and solid waste	
Packaging Material Use	Minimising environmental and social impacts of Kawan's products through sourcing of packaging and other materials, taking into consideration the product lifecycle	
<b>SOCIAL</b>		
Occupational Health & Safety	Providing a healthy and safe work environment for Kawan's employees and those working on its behalf	
Labour Matters & Worker Rights	Ensuring employee satisfaction by upholding the rights of Kawan's employees through fair treatment practices	
Employee Development	Empowering Kawan's employees by providing training and education to advance their skills and competence and support their career development	
Quality, Safe & Accessible Food Choices	Enhancing Kawan's product health, safety, and quality while ensuring compliance with standards, dietary needs, transparent marketing, and customer data privacy	

# FY2025

## Key Sustainability Highlights

The following are the key highlights in sustainability performance and initiatives at Kawan in FY2025:

**3.7 GWh**  
of solar energy generated  
**FY2024: 4.0 GWh**



Scope 1 emissions:

**483 tCO<sub>2</sub>e**

**FY2024:** 645 tCO<sub>2</sub>e

Scope 2 emissions:

**10,261 tCO<sub>2</sub>e**

**FY2024:** 11,824 tCO<sub>2</sub>e

Scope 3 emissions:

**498 tCO<sub>2</sub>e**

**FY2024:** 937 tCO<sub>2</sub>e

**92%**

of local suppliers

**FY2024:** 91% local suppliers

Total training hours:

**12,881 hours**

**FY2024:** 8,460 hours

**ZERO**











Corruption cases reported in FY2025

**FY2024:** 0 Corruption Case

## Short-, Medium- & Long-Term Commitments

We are committed to achieving our sustainability goals by FY2030 through clearly defined strategies and key performance indicators (“KPIs”). Our approach emphasises continuous monitoring and evaluation of our sustainability performance to drive measurable progress. Guided by our three pillars, i.e. Economic and Governance, Environmental, and Social, we have implemented targeted initiatives that support steady advancement towards the successful achievement of these KPIs.

 Fulfilled with Ongoing Commitment  In Progress

Short-term Commitments (2022 - 2024)		
	2025 Progress	Status
 <b>TRUSTED ENTERPRISE</b>		
<b>Improve customer satisfaction</b> <ul style="list-style-type: none"> <li>To improve satisfaction rating</li> <li>To reduce customer complaints by 10%</li> </ul>	<ul style="list-style-type: none"> <li>Obtained 98.5% (Satisfied, Somewhat Satisfied) satisfaction rating for export customers and 63.1% (Satisfied, Somewhat Satisfied) satisfaction rating for local customers.</li> <li>In FY2025, the total number of cases received decreased by 12.8%, amounting to 171 cases related to manufactured products compared to FY2024 (196 cases).</li> </ul>	
<b>Maintain zero incident of corruption</b> <ul style="list-style-type: none"> <li>Conduct a risk assessment for corruption in operations, including existing and new business partners</li> </ul>	<ul style="list-style-type: none"> <li>Zero incidents of corruption.</li> </ul>	
<b>Maintain HALAL certification</b> <ul style="list-style-type: none"> <li>To have a robust HALAL Assurance System</li> </ul>	<ul style="list-style-type: none"> <li>HALAL Assurance System is effectively maintained.</li> </ul>	
<b>Minimise food quality and safety incidents</b> <ul style="list-style-type: none"> <li>Maintain Brand Reputation Compliance Global Standards (“BRCGS”), Hazard Analysis and Critical Control Points (“HACCP”) System, and Good Manufacturing Practice (“GMP”) certification</li> <li>Reduce complaints per million units produced (“CPMU”)</li> </ul>	<ul style="list-style-type: none"> <li>Obtained BRCGS Certification Grade B+ in an unannounced audit; maintained HACCP and GMP certificates.</li> <li>CPMU has reduced from 8.5 to 7.6, lower than the set target (8.0).</li> </ul>	
 <b>NURTURING AND EMPOWERING PEOPLE</b>		
<b>Enhance skills in business automation and IR 4.0</b> <ul style="list-style-type: none"> <li>Increase training programmes focusing on technology adoption</li> </ul>	<ul style="list-style-type: none"> <li>Attended a public session on the AI platform, PlantOS, to understand its potential in supporting production reliability.</li> </ul>	
<b>Promote sustainability awareness among employees</b> <ul style="list-style-type: none"> <li>Minimum of two training hours in sustainability topics</li> </ul>	<ul style="list-style-type: none"> <li>Integrate sustainable practices into daily operations.</li> <li>16 hours of training on EESG concept for business was provided to Sustainability Committee representative in FY2025.</li> </ul>	
<b>Achieve zero workplace accident</b> <ul style="list-style-type: none"> <li>To reduce the lost time injury (LTI) by 30%</li> <li>Obtain ISO 45001 certification</li> </ul>	<ul style="list-style-type: none"> <li>LTI has decreased by 37.5% to 2.5 in FY2025.</li> <li>Maintained ISO 45001 certification.</li> </ul>	
<b>Enhance the nutritional value of Kawan’s products</b> <ul style="list-style-type: none"> <li>Attain healthier choice standards for products</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened the product portfolio by developing new products and enhancing the nutritional profile of the existing products</li> </ul>	

## Short-, Medium- &amp; Long-Term Commitments

	2025 Progress	Status
<b>ENVIRONMENTAL STEWARDSHIP</b>		
<b>Achieve zero environmental legal non-compliance</b>	<ul style="list-style-type: none"> <li>Zero environmental non-compliance</li> </ul>	
<b>Obtain ISO 14001 certification</b>	<ul style="list-style-type: none"> <li>Maintained ISO 14001 certification</li> </ul>	
<b>To reduce non-hazardous waste to landfills from production facilities by 20%</b>	<ul style="list-style-type: none"> <li>Non-hazardous waste was reduced by 560.3 metric tonnes (39.2% reduction) compared to FY2024, with 64.9% (FY2025) successfully diverted from landfill through improved waste management practices.</li> </ul>	
<b>To establish a water monitoring and management system and to reduce water use</b>	<ul style="list-style-type: none"> <li>Water usage increased by 11.5% to 68,144 m<sup>3</sup> in FY2025 compared to 61,135 m<sup>3</sup> in FY2024 due to cleaning needs for new machines, equipment and Factory 2.</li> </ul>	

**Medium Term Commitments (2025 - 2027)**

	2025 Progress	Status
<b>TRUSTED ENTERPRISE</b>		
<b>Increase locally procured products/services</b>	<ul style="list-style-type: none"> <li>In FY2025, we achieved 92% local sourcing for our products and services, reflecting a 1% increase from 91% in FY2024.</li> </ul>	
<b>Establish policies on stakeholder engagement and human rights</b>	<ul style="list-style-type: none"> <li>The Anti-Bribery and Anti-Corruption Policy was revised and implemented effective 25 November 2025, while other policies remain valid and in force</li> </ul>	
<b>NURTURING AND EMPOWERING PEOPLE</b>		
<b>Conduct annual sustainability-focused engagements and community programmes</b>	<ul style="list-style-type: none"> <li>Contributed RM443,000 to non-profit organisations to support community programmes.</li> </ul>	
<b>ENVIRONMENTAL STEWARDSHIP</b>		
<b>Reduce absolute GHG emissions and intensity</b>	<ul style="list-style-type: none"> <li>Carbon emissions intensity remained at 0.6 kgCO<sub>2</sub>e/kg production in FY2025, comparing to FY2024.</li> </ul>	
<b>Increase the use of renewable energy for electricity at production facilities based on a quantitative target set at the end of FY2023</b>	<ul style="list-style-type: none"> <li>A total of 2.6 GWh solar energy was used in FY2025, amounted to a slight decrease of solar energy consumption to total energy consumption (0.3%) compared to FY2024.</li> </ul>	

## Short-, Medium- & Long-Term Commitments

Long Term Commitments (2028 - 2030)		
	2025 Progress	Status
<b>TRUSTED ENTERPRISE</b>		
<b>Attained membership in sustainability-related initiatives, such as RSPO (roundtable sustainable palm oil)</b>	<ul style="list-style-type: none"> <li>An ordinary member of the RSPO since 20 April 2021.</li> </ul>	
<b>Establish an in-house platform for idea generation and onward product development and commercialisation</b>	<ul style="list-style-type: none"> <li>Management has proactively adopted alternative platforms to facilitate idea generation and to support onward product development and commercialisation.</li> </ul>	
<b>Increase business automation with a focus on energy efficiency</b>	<ul style="list-style-type: none"> <li>A centralised management system for air compressors was installed in FY2025 to improve energy monitoring and usage efficiency.</li> </ul>	
<b>NURTURING AND EMPOWERING PEOPLE</b>		
<b>Recruit underserved communities or such other marginalised groups</b> <ul style="list-style-type: none"> <li>Setting a target for at least one individual</li> </ul>	<ul style="list-style-type: none"> <li>Hired a person with disability since FY2021, which is aligned with our commitment to provide equal employment opportunities for local communities, including underserved communities.</li> </ul>	
<b>Achieve a minimum score of 85% for overall employee satisfaction</b>	<ul style="list-style-type: none"> <li>Achieved 66.0% for overall employee satisfaction score in FY2025, recorded a 6.0% decrease compared to FY2024 (72.0%).</li> </ul>	
<b>Provide attractive remuneration packages aligned with sector and work situation</b>	<ul style="list-style-type: none"> <li>We maintain an ongoing commitment to benchmarking and comparing remuneration against the local employment market to ensure competitiveness in attracting and retaining talent.</li> </ul>	
<b>ENVIRONMENTAL STEWARDSHIP</b>		
<b>Determine product carbon footprint</b> <ul style="list-style-type: none"> <li>Conducting a Life Cycle Assessment (LCA) for a selected product</li> </ul>	<ul style="list-style-type: none"> <li>Management has developed an implementation plan for LCA with training for relevant PICs scheduled to commence in FY2026.</li> </ul>	
<b>Improve the sustainability performance of packaging material</b> <ul style="list-style-type: none"> <li>Increase the use of recycled packaging or sustainable material</li> </ul>	<ul style="list-style-type: none"> <li>Plastic usage for Roti Boom products was reduced by 28.8%, with ongoing efforts to further reduce plastic by stages across existing products and research into recyclable alternatives</li> </ul>	
<b>Use sustainably sourced ingredients, especially high-volume ingredients such as sugar, flour, fats and oils</b>	<ul style="list-style-type: none"> <li>Sourcing for sustainable main ingredients such as flour, margarine and dough fats from suppliers.</li> </ul>	

## Risks and Opportunities

The strategic identification of key material matters is crucial for informed decision-making. By proactively addressing these matters through targeted action plans and forward-looking goals, we enhance our ability to respond to economic changes and market dynamics. This approach allows us to seize opportunities, manage risks, and ultimately strengthen our resilience and long-term strategic position.

Below is a summary of the opportunities and risks linked to our material matters, along with the initiatives we have put in place to address them.

<b>ECONOMIC CONTRIBUTION TO SOCIETY</b>	
<b>RISKS</b> <ul style="list-style-type: none"> <li>Loss of reputation and stakeholder trust</li> <li>Reduced market share and financial underperformance</li> <li>Higher employee turnover and operational inefficiencies</li> </ul>	<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>Growing the business in line with changing market sentiment and creating viable alternative for “green” investors.</li> <li>Enhance efficiency and manage costs effectively.</li> </ul>
<b>ETHICAL BUSINESS PRACTICES</b>	
<b>RISKS</b> <ul style="list-style-type: none"> <li>Corruption and unethical practices can lead to penalties, reputational damage, and lower employee morale.</li> </ul>	<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>Transparent pricing enhances market fairness and reflects true production costs.</li> </ul>
<b>INGREDIENT SOURCING &amp; USE</b>	
<b>RISKS</b> <ul style="list-style-type: none"> <li>Using unsustainable raw materials may harm brand reputation and limit market access.</li> </ul>	<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>Sustainable sourcing ensures supply stability and attracts eco-conscious consumers.</li> </ul>
<b>PACKAGING MATERIAL USE</b>	
<b>RISKS</b> <ul style="list-style-type: none"> <li>Use of unsustainable packaging may harm brand reputation and competitiveness.</li> <li>Dependence on fossil-based and non-recyclable materials may conflict with sustainability expectations.</li> </ul>	<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>Sustainable packaging attracts environmentally conscious consumers.</li> <li>Investing in biodegradable and recyclable materials enhances market positioning.</li> <li>Collaboration with universities on packaging R&amp;D fosters innovation and sustainability.</li> </ul>
<b>ENERGY, EMISSIONS &amp; CLIMATE CHANGE</b>	
<b>RISKS</b> <ul style="list-style-type: none"> <li>Dependence on non-renewable energy increases costs and resource scarcity.</li> <li>GHG emissions contribute to climate change, risking reputational damage and regulatory penalties.</li> <li>Climate change raises production costs through raw material price hikes and adaptation expenses.</li> </ul>	<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>Proactively adapting to environmental changes strengthens stakeholder trust and resilience.</li> <li>Early awareness of climate risks enables better planning for sustainable growth.</li> <li>Investing in high-efficiency machinery reduces energy consumption and long-term costs.</li> </ul>
<b>WASTE</b>	
<b>RISKS</b> <ul style="list-style-type: none"> <li>Poor waste management can lead to fines, reputational damage, and loss of investors.</li> </ul>	<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>Sustainable waste management enhances compliance and minimizes environmental impact.</li> </ul>

## Risks and Opportunities

<b>WATER</b>	
<p><b>RISKS</b></p> <ul style="list-style-type: none"> <li>Overconsumption of water may disrupt production and affect product quality.</li> </ul>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>Early awareness of water scarcity enables planning for alternative water sources.</li> </ul>
<b>LABOUR MATTERS &amp; WORKER RIGHTS</b>	
<p><b>RISKS</b></p> <ul style="list-style-type: none"> <li>Poor employee management may lead to low morale, high turnover, and reduced work quality.</li> <li>Increased costs from delays, fines, and reputational damage due to employee dissatisfaction.</li> </ul>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>Investing in employee well-being fosters commitment and long-term company growth.</li> <li>Building a high-performing workforce enhances productivity and business sustainability.</li> </ul>
<b>PRODUCTION TECHNOLOGY &amp; INNOVATION</b>	
<p><b>RISKS</b></p> <ul style="list-style-type: none"> <li>Lagging in technological advancements can lead to higher costs and reduced product quality.</li> <li>Inability to adapt to evolving consumer preferences may result in loss of competitiveness.</li> </ul>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>Staying ahead in technology allows for agile responses to market changes.</li> <li>Implementing an IR 4.0 roadmap enhances efficiency and innovation.</li> </ul>
<b>OCCUPATIONAL HEALTH &amp; SAFETY</b>	
<p><b>RISKS</b></p> <ul style="list-style-type: none"> <li>Poor OHS management may lead to workplace injuries, delays, fines, and reputational damage.</li> <li>Increased operating costs due to compensation, penalties, and loss of business opportunities.</li> </ul>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>Safe and healthy work environment will reduce wastage, loss time and attract a more qualified workforce.</li> </ul>
<b>QUALITY, SAFE &amp; ACCESSIBLE FOOD CHOICES</b>	
<p><b>RISKS</b></p> <ul style="list-style-type: none"> <li>Poor quality and safety standards may harm consumers, leading to fines, litigation, and reputational damage.</li> <li>Failure to meet diverse consumer demands may result in loss of competitive advantage and investor interest.</li> <li>False labelling or misleading product information can lead to recalls, penalties, and loss of stakeholder trust.</li> </ul>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>Adapting to changing consumer preferences strengthens market presence and competitiveness.</li> <li>Developing meat-free and nutritious products caters to health-conscious consumers.</li> <li>Enhancing food safety boosts consumer confidence, brand loyalty, and long-term value.</li> </ul>
<b>EMPLOYEE DEVELOPMENT</b>	
<p><b>RISKS</b></p> <ul style="list-style-type: none"> <li>Poor learning and development management may reduce work quality, causing delays and higher operational costs.</li> </ul>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>Skilled employees drive business growth through market and product expansion.</li> </ul>

# Economic

## ECONOMIC CONTRIBUTION TO SOCIETY

As one of Malaysia’s leading exporters and manufacturers of frozen Asian food delicacies globally, Kawan is committed to creating sustainable value for our stakeholders. We achieve this through strong financial performance, a broad market presence, adherence to sound business ethics, and an unwavering dedication to delivering high-quality products and services.



### Direct Economic Impact: Economic Presence and Sustainable Profitability

In response to the growing importance of global sustainability, Kawan continues to progressively align our business with sustainable practices across the operations. While our FY2025 financial performance was impacted by a challenging operating environment, the Group recorded revenue of RM252.9 million, profit before tax of RM11.7 million, and profit after tax of RM8.1 million. We remain focused on strengthening our fundamentals and building long-term sustainable value.

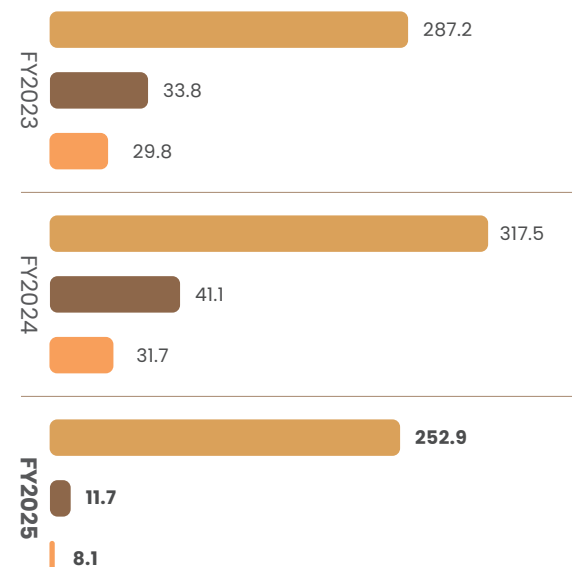
#### Total Revenue

Financial Year (FY)	2023	2024	2025
<b>Total Revenue (RM million)</b>	287.2	317.5*	<b>252.9</b>
<b>Profit Before Tax (RM million)</b>	33.8*	41.1*	<b>11.7</b>
<b>Profit After Tax (RM million)</b>	29.8*	31.7*	<b>8.1</b>

\* FY2023 and FY2024 figures have been restated following restatement of prior year financial numbers in the audited report.

### Financial Performance (FY2023 – FY2025)

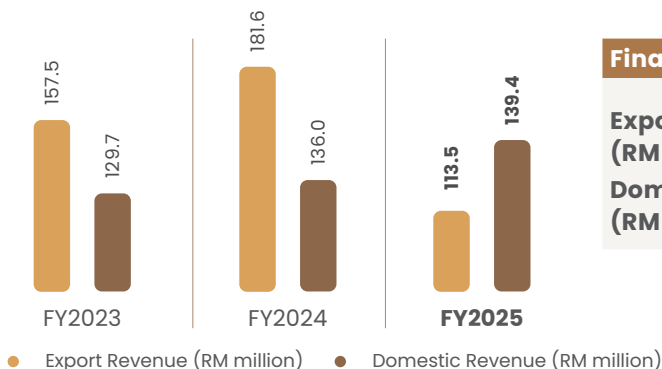
- Total Revenue (RM million)
- Profit Before Tax (RM million)
- Profit After Tax (RM million)



Economic

Market Revenue

Export VS Domestic Revenue (FY2023–FY2025)



Financial Year (FY)	2023	2024	2025
Export Revenue (RM million)	157.5	181.6	<b>113.5</b>
Domestic Revenue (RM million)	129.7	136.0	<b>139.4</b>

For the financial year ended 31 December 2025, we recorded RM252.9 million in revenue, which is 20.3% lower than the RM377.5 million achieved in FY2024. As a result, our profit attributable to owners decreased by 74.4%, from RM31.7 million in FY2024 to RM8.1 million in FY2025. This weaker performance was mainly due to lower sales in our core markets, the weaker USD against the MYR, and an impairment on our investment in a joint venture.

to streamline processes and reduce wastage within our manufacturing operations to improve overall efficiency and resilience.

Despite these challenges, we are making effort to expand into new geographical markets which are expected to contribute positively over time. Our domestic sales in Malaysia remained steady showing slight improvement year-on-year. While our export sales were temporarily affected by tariff-related issues, long-term demand remains supported by a diversified customer base. Looking ahead, we expect domestic retail spending to improve, supported by festive seasons and government stimulus programmes.

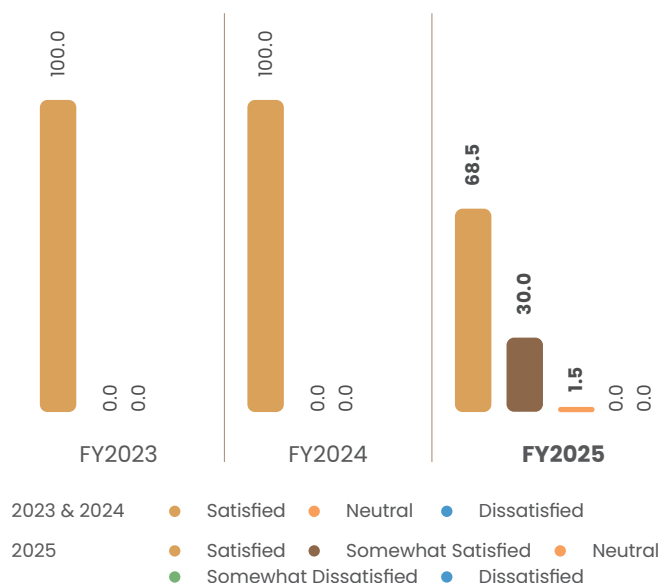
In response to these challenges, we strengthened our focus on cost discipline and operational efficiency across the Group. Key initiatives included optimising production planning, enhancing resource utilisation, and exercising tighter control over procurement and overhead costs. We also continued

Customer Satisfaction for Local and Export Markets

At Kawan, customer satisfaction is at the core of our operations. We maintain open communication through daily consultations and responsive channels, ensuring that customer concerns are addressed promptly and effectively based on our annual customer satisfaction surveys.

Financial Year (FY)	2023	2024	2025
<b>Export Market (%)</b>			
Satisfied	100.0	100.0	<b>68.5</b>
Somewhat Satisfied	N/A	N/A	<b>30.0</b>
Neutral	0.0	0.0	<b>1.5</b>
Somewhat Dissatisfied	N/A	N/A	<b>0.0</b>
Dissatisfied	0.0	0.0	<b>0.0</b>
<b>Local Market (%)</b>			
Satisfied	43.4	44.9	<b>32.9</b>
Somewhat Satisfied	39.2	36.9	<b>30.2</b>
Neutral	16.3	15.5	<b>33.0</b>
Somewhat Dissatisfied	0.7	1.4	<b>2.3</b>
Dissatisfied	0.4	1.3	<b>1.6</b>

Export Market (FY2023–FY2025)(%)

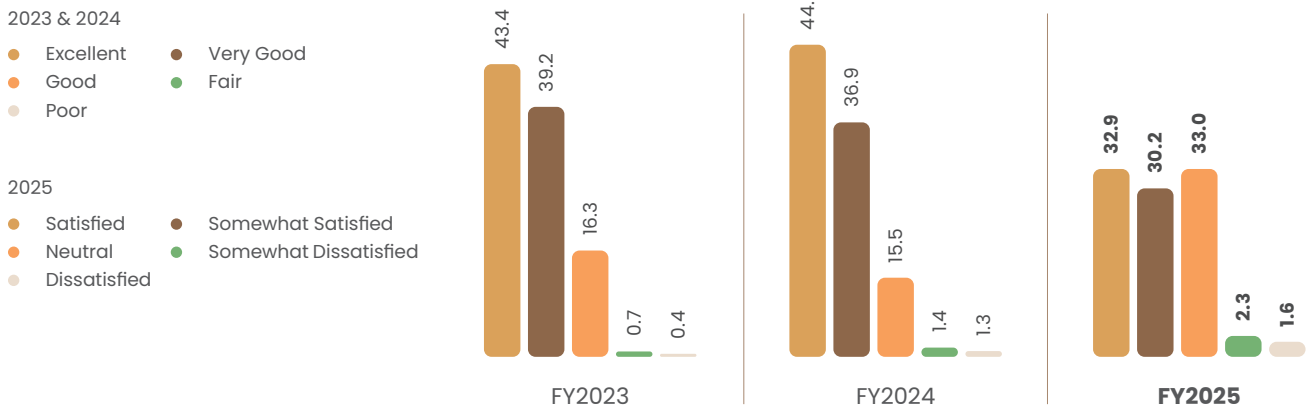


\* N/A as new format has been adopted in FY2025

## Economic

For the export market, customer satisfaction in FY2023 and FY2024 were reflected as 100% “Satisfied”. This outcome is influenced by the limitation of our earlier measurement approach, where satisfaction was captured using a simplified method without detailed segmentation. In FY2025, we enhanced our customer satisfaction framework by introducing five distinct satisfaction categories - Satisfied, Somewhat Satisfied, Neutral, Somewhat Dissatisfied, and Dissatisfied. This improvement provides greater transparency and a more realistic view of customer sentiment.

### Local Market (FY2023-FY2025)(%)



For the local market, the data shows a gradual decline in overall satisfaction from FY2023 to FY2025. This trend is primarily driven by late delivery issues, which have affected customer experience and overall satisfaction levels. To address this, we will strengthen delivery planning, improve coordination between operations and logistics, enhance proactive communication with customers on delivery timelines, and closely track delivery performance KPIs to improve timeliness and restore customer confidence.

The Group receives consumer complaints through various channels, including direct communication, email, service touchpoints, and operational feedback. Complaints, primarily relating to food safety and quality, are logged, assessed, and escalated to the relevant departments for investigation and resolution. Management closely monitors the process to ensure timely response, corrective actions, and continuous improvement.

## Economic

### ETHICAL BUSINESS PRACTICES

We recognise that our actions have far-reaching impacts on our stakeholders and the wider community. Committed to conducting business ethically, sustainably, and responsibly, we strive to set a standard of excellence that reflects our core values and fosters a culture of accountability throughout the organisation.

The table below presents the framework and policies that guide responsible business practices across the Group.

FRAMEWORK / POLICIES	DESCRIPTION
<p><b>Code of Conduct</b></p>	<p>Kawan upholds a Code of Ethical Conduct and Conflict of Interest, as outlined in the Employee Handbook, to ensure ethical standards are maintained for all employees, directors, and management, including permanent, part-time and contract.</p> <p>This commitment underscores the importance of economic sustainability and high ethical standards across all operations.</p>
<p><b>Anti-Bribery and Anti-Corruption Policy</b></p>	<p>Kawan is dedicated to upholding integrity and ensuring strict adherence to relevant laws, including the Malaysian Anti-Corruption Commission Act (“MACC”). This commitment is outlined in our Anti-Bribery and Anti-Corruption (“ABAC”) Policy &amp; Guidelines, which is revised on 25 Nov 2025.</p> <p>Our Board of Directors reinforces this commitment, and both members and department heads undergo anti-corruption training as part of a thorough induction process.</p> <p>In FY2025, 198 executives and 604 non-executives received in-depth training on ABAC compliance. For more information, the ABAC policy is available on our corporate website at <a href="#">Kawan Food Investor Relations</a>.</p> <p>As part of our commitment to ethical conduct and regulatory compliance, over 90% of employees completed Anti-Bribery and Corruption (“ABAC”) training in FY2025. This high participation rate reflects strong awareness and engagement across all levels of the organisation.</p>
<p><b>Whistleblowing Policy</b></p>	<p>Kawan Food has a Whistleblowing Policy that allows stakeholders to report concerns about misconduct, illegal activities, or unethical behaviour within the Company. This policy covers complaints related to fraud, corruption, and the misuse of company resources, while ensuring strict confidentiality and protection against retaliation for all whistleblowers.</p> <p>The full policy is available on our corporate website at <a href="#">Kawan Food Investor Relations</a>.</p> <p><b>FY2025 Performance</b></p> <p>In FY2025, the Company received three (3) whistleblowing reports. All cases were handled in accordance with the provisions of the Company’s Whistleblowing Policy. The reports on all three cases and the respective corrective measures have been escalated to and noted by the Board.</p> <p><b>Reporting Channels</b></p> <p>Stakeholders may submit reports confidentially through the following channels, directed solely to the Senior Independent Director:</p> <ul style="list-style-type: none"> <li>• <b>By Post</b> Send a sealed letter marked “STRICTLY PRIVATE AND CONFIDENTIAL – TO BE OPENED BY THE ADDRESSEE ONLY” to: <ul style="list-style-type: none"> <li>a) Kawan Food Berhad Lot 129351, Jalan Sungai Pinang 4/19, Taman Perindustrian Pulau Indah, Selangor Halal Hub, Fasa 2C, 42920 Pulau Indah, Selangor</li> </ul> </li> <li>• <b>By email</b> Send to <a href="mailto:dr_nikismail@kawanfood.com">dr_nikismail@kawanfood.com</a></li> </ul>

We strive to uphold our record of zero bribery and corruption cases in the next reporting period.

## Economic

### Data Privacy & Cybersecurity

#### a) Protecting Information Assets

Kawan places the highest priority on safeguarding the privacy and security of data belonging to our customers, employees, and stakeholders. Guided by the Board of Directors, our company-wide practices follow a rigorous approach to protecting information assets, underpinned by a robust framework implemented by our IT Department.

We actively foster a culture of vigilance through comprehensive security awareness training for all employees, covering emerging threats, global cybersecurity challenges, and practical real-life scenarios. This commitment ensures that responsible data management remains a fundamental aspect of our trust, transparency, and ethical business practices.

#### b) Governance & Incidence Response

Our cybersecurity posture is governed by the Incident Response Policy & Procedures, revised in August 2025. This policy provides a structured approach to detecting, responding to, and mitigating potential threats. Our robust IT infrastructure supports daily operations, internal communications, and secure interactions with customers and suppliers. Through proactive risk management and continuous investment in advanced cybersecurity measures, we prevent unauthorised access and maintain a secure, sustainable business environment.

### PRODUCT TECHNOLOGY & INNOVATION

#### Driving Industry 4.0 Excellence



KAWAN FOOD BERHAD

Kawan is committed to continuously enhancing production efficiency and service quality through the adoption of advanced technology, automation, and digitalisation. Aligned with Industry 4.0 standards, the Group invested RM30.5 million up to FY2025 to acquire advanced machines, equipment, and systems, upgrading and modernising our production lines to remain at the forefront of industry advancements.

These efforts were recognised in FY2025 when Kawan received the Platinum Award under the Malaysia Smart Manufacturing Award (“MSMA”) by the Ministry of Investment, Trade and Industry (“MITI”) in the Smart Manufacturing category, reflecting the maturity of our implementation journey.

These forward-looking investments demonstrate Kawan’s unwavering commitment to product innovation, focusing on functionality, quality, sustainability, and affordability. By enhancing the long-term value of our products, we are well-positioned to introduce new innovative offerings in the coming financial year.

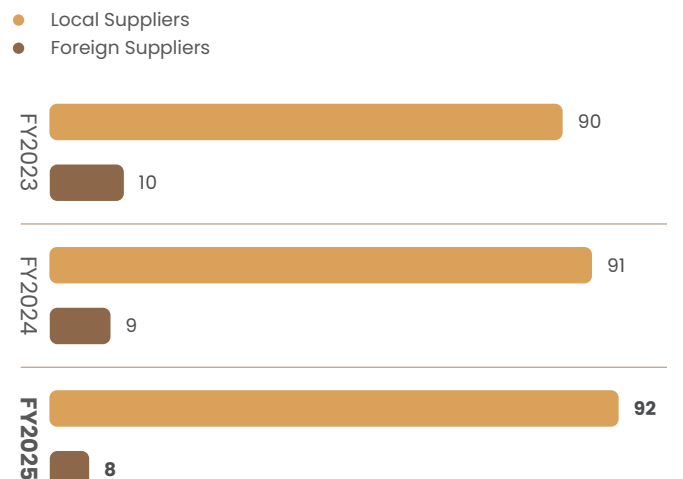
### INGREDIENTS SOURCING & USE

#### Ethical & Local-First Procurement

At Kawan, we uphold ethical and transparent procurement practices to ensure the highest standards in ingredient sourcing. Our Procurement Policy, updated in 2023, reinforces our commitment to responsible sourcing, sustainability, and supplier diversity.

In FY2025, 92% of our suppliers were local, while 8% were international. This local-first strategy supports domestic industries, reduces our carbon footprint from transportation, and strengthens community engagement.

#### Local vs Foreign Suppliers (FY2023–FY2025)(%)



## Economic

As a leading frozen food company, we place a strong emphasis on sustainability across our supply chain. Regular audits and assessments ensure supplier compliance with:

- **Quality and safety standards**

- **Ethical sourcing and fair labour practices**

To further enhance supply chain resilience, we are actively expanding our supplier base to ensure greater flexibility, competitive pricing, and continuity in sourcing high-quality ingredients. Our full Supplier Sustainability Policy is available on our website at [Kawan Food Investor Relations](#).

By embedding sustainability and transparency into our sourcing strategy, we reaffirm our commitment to quality, ethical procurement, and environmental responsibility.

### Sustainable Logistics and Inventory Management

#### Optimising Distribution & Reducing Emissions

Kawan prioritises efficient and sustainable logistics to strengthen our distribution network while minimising environmental impact. We optimise delivery routes, utilise fuel-efficient vehicles, and collaborate closely with logistics partners to reduce carbon emissions and improve overall supply chain efficiency.

##### Owned Fleet:

**14 trucks** (ranging from 1 to 21 tonnes) dedicated to local supply within Malaysia, and equipped with fuel-efficient engines.

##### Outsourced Fleet

**6 third-party** trucks supporting wider distribution and peak demand periods.

##### Outstation Deliveries:

Strategic collaboration with stockists to streamline deliveries to remote areas, ensuring timely and efficient distribution.

#### Technology-Driven Efficiency

Following the management team's evaluation, we decided not to proceed with Routing 24, as it did not fully align with our operational requirements and implementation priorities. The decision was based on the overall assessment of its suitability for our delivery scheduling, vehicle tracking, and route optimisation needs. We are currently exploring alternative solutions that better align with our operational requirements and strategic priorities.

#### Inventory Management

At Kawan, our inventory management approach focuses on minimising waste and optimising resource utilisation through disciplined planning and control. We maintain appropriate stock levels through regular monitoring, coordinated production planning, and close alignment with demand patterns to avoid overproduction and improve storage efficiency.

With a product shelf life of 24 months, our approach emphasises careful demand planning, efficient production scheduling, and strict stock rotation practices. This helps to reduce excess inventory, maintain product freshness, and support our broader sustainability objectives, while upholding consistent quality standards for our customers.

# ENVIRONMENTAL

## ENERGY, EMISSIONS & CLIMATE CHANGE

Electricity consumption constitutes a significant portion of our total energy usage, predominantly sourced from coal-fired power generation. Acknowledging the associated environmental impacts such as greenhouse gas emissions and the depletion of non-renewable resources, we are committed to improving energy efficiency across all operations.



The variations in figures for FY2023 and FY2024 compared to previous reports are due to enhanced data consolidation. In earlier years, data collection processes were still being refined, particularly across multiple office locations. This year, we adopted a more consistent and comprehensive approach, ensuring energy consumption from all relevant sites is fully captured. This provides a more accurate and transparent view of our overall usage, enabling better tracking and management of our sustainability performance.

While total energy consumption decreased in FY2025 compared to FY2024, our energy intensity (energy consumed per kilogram of output) increased. This rise highlights areas for further improvement in our operational efficiency despite lower overall usage. In response, we are accelerating our optimisation efforts, including equipment upgrades and process tuning, to reverse this trend and reflect our commitment to sustainable operational practices.

### Total Energy Consumption

Financial Year (FY)	2023	2024	2025
Total Energy Consumption (GWh)	15.7	17.9	<b>15.9</b>
Electricity Consumption (GWh)	13.5	15.2	<b>13.3</b>
Solar Energy Generated (GWh)	3.6	4.0*	<b>3.7</b>
Solar Energy Consumption to Total Energy Consumption (%)	14.3	14.8	<b>16.5</b>
Energy Intensity (Energy Consumption in kWh/kg Production)	0.9	0.8	<b>0.9</b>

\* FY2024 figure has been restated following a data consolidation exercise completed in FY2025.

## Environmental

### Optimising Energy Use

At Kawan, we are dedicated to promoting sustainable consumption practices that minimise environmental impact. Through our social media campaigns and packaging design, we share practical tips to help consumers optimise energy use and reduce waste in their everyday food storage and cooking routines.

One of our main initiatives focuses on freezer efficiency and waste reduction. A fully stocked freezer uses less energy than a half-empty one, as frozen items help maintain a consistent temperature. To maximize space and minimize waste, we design our packaging for easy stacking and compact storage. We also encourage consumers to fill empty freezer gaps with reusable containers or recycled materials, ensuring optimal cooling efficiency while extending the shelf life of our products.

We also provide tips for cooking with less energy and less waste while enjoying our products, including:



#### Batch Baking Pastries

Preparing multiple portions at once reduces repeated oven usage, lowering overall energy consumption and food preparation waste.



#### Microwaving for Efficient Reheating

Microwaves generally use less energy than stovetops or ovens, offering a sustainable alternative for reheating single portions.



#### Cooking Without Defrosting

Many Kawan products can be cooked directly from frozen, saving both time and energy by eliminating the need to thaw, while reducing the risk of food spoilage during defrosting.

By adopting these simple yet effective practices, consumers can save energy, reduce food waste, and continue to enjoy the convenience and quality of Kawan’s products.

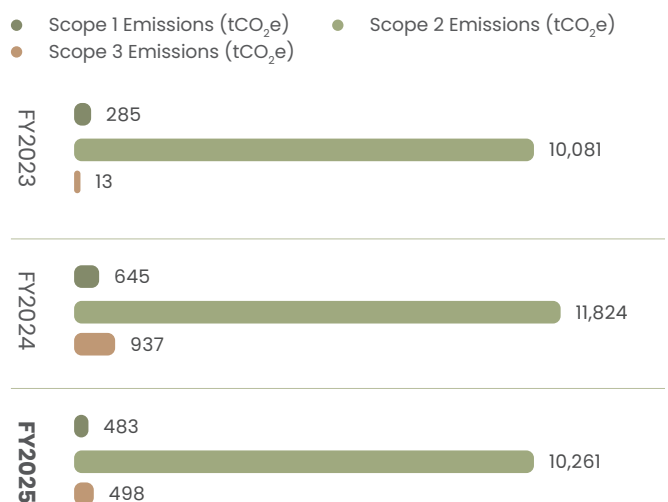
Aligned with COP30’s call for measurable climate action, accelerated adoption of low-emission technologies, and renewable energy expansion, Kawan is actively reducing greenhouse gas emissions across our operations and supply chain. Our installation of solar panels at the Pulau Indah plant and Shah Alam office has already resulted in the avoidance of 2,871.3 tonnes of CO<sub>2</sub> in FY2025. Led by our Executive Director, our management team continues to drive these initiatives and provides regular progress updates to the Board.

### Solar Energy Savings

Financial Year (FY)	Energy Generated (GWh)	CO <sub>2</sub> Emissions Avoided (Tonnes)
2023	3.6	2,855.0
2024	4.0	3,070.8
<b>2025</b>	<b>3.7</b>	<b>2,871.3</b>

In line with COP30’s emphasis on accountability and transparent reporting, we have prioritized setting measurable targets and key performance indicators (KPIs) to enhance sustainability and emissions management across our operations. We have also initiated the monitoring of Scope 3 emissions, including employee commuting and business travel, with our FY2025 findings illustrated below.

### Emission Generated (FY2023 - FY2025)



## Environmental

### Total Emissions Generated

Type of Emission	Elements Involved	FY2023	FY2024	FY2025
<b>Scope 1 Emissions (tCO<sub>2</sub>e)</b>	<ul style="list-style-type: none"> <li>Natural Gas</li> <li>Petrol</li> <li>Diesel</li> <li>Direct discharge of CO<sub>2</sub> from the refrigerant</li> <li>Total COD removed from the wastewater treatment plant</li> </ul>	285*	645	<b>483</b>
<b>Scope 2 Emissions (tCO<sub>2</sub>e)</b>	<ul style="list-style-type: none"> <li>The amount of emissions reduced through solar</li> <li>Emissions from the electricity consumption</li> </ul>	10,081	11,824	<b>10,261</b>
<b>Scope 3 Emissions (tCO<sub>2</sub>e)</b>	<ul style="list-style-type: none"> <li>Water usage</li> <li>Waste generated</li> <li>Employee commuting</li> <li>Business travels</li> </ul>	13*	937	<b>498</b>

\* FY2023 figure has been restated following a data cleanup exercise completed in FY2025.

In FY2025, emissions shifted due to data refinements rather than operational changes. Scope 1 emissions decreased primarily because earlier assumed figures from FY2024 were replaced with actual activity data for FY2025. Scope 2 emissions fell following the correction of an emission factor error identified in the prior year. Similarly, Scope 3 emissions dropped as FY2025 calculations incorporated actual data, replacing the assumptions used in FY2024.

Looking ahead, we remain committed to the continuous monitoring and proactive management of emissions across all scopes, with a particular focus on identifying and implementing opportunities for reduction.

### WATER

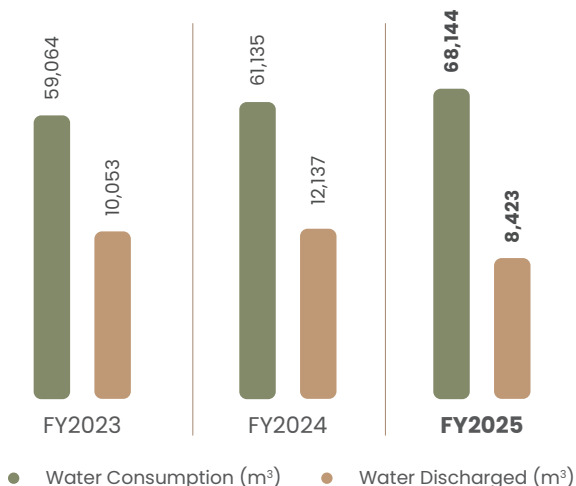
We have implemented a monitoring system, including a consumption meter at our main water entry point, enabling more effective management to optimise water use.

Although Kawan does not operate in water-stressed regions, we actively promote water efficiency through initiatives such as rainwater harvesting, which contributed 2,537 m<sup>3</sup> in FY2025. This harvested water is utilised for cleaning, cooling tower operations, and toilet flushing.

In our Production Division, where water is essential, usage is carefully tracked. FY2025 saw an increase of 7,009 m<sup>3</sup> (11.5%), primarily due to additional cleaning requirements arising from the commissioning of new machinery and extensive pre-operational cleaning at Factory 2, which necessitated more frequent cleaning activities between May and July 2025. Nevertheless, we remain committed to sustainable practices and continue to explore innovative solutions to further reduce water consumption, reinforcing our dedication to responsible water management.

Environmental

**Total Water Usage (FY2023–FY2025)**



Financial Year (FY)	2023	2024	2025
Water Consumption (m³)	59,064	61,135*	<b>68,144</b>
Water Discharged (m³)	10,053	12,137	<b>8,423</b>
Water Intensity (Water Consumption in m³/kg production)	0.0032	0.0026	<b>0.0038</b>
Rainwater Usage Amount (m³)	N/A	7,327	<b>2,537</b>

\* FY2024 figure has been restated following a data consolidation exercise completed in FY2025.

**WASTE MANAGEMENT**

Improper disposal of chemical-rich effluents and inadequate waste management can severely impact water quality, marine life, and overall environmental health. Additionally, excessive manufacturing waste strains natural resources, posing risks of long-term environmental damage.

At Kawan, we uphold strict effluent and waste management standards to minimise our environmental footprint, ensuring full compliance with all relevant regulations. Total waste across the Group decreased by 541.2 metric tonnes (37.7%) from FY2024 to FY2025, primarily reflecting lower production volumes during the period. Despite this reduction, we remain unwavering in our commitment to sustainable practices.

In FY2025, our enhanced waste segregation system successfully diverted 564.7 metric tonnes of waste from landfills for recycling. Additionally, 3.1 metric tonnes of scheduled waste were managed through recycling and recovery processes. We also leverage digital tools, such as Microsoft 365, to reduce paper consumption and enhance overall operational efficiency.




Kawan actively supports a circular economy, particularly for plastic waste, and promotes sustainable packaging solutions. Employees are encouraged to participate in our “Reduce, Reuse, Recycle” (3R) initiatives, supported by strategically placed recycling bins across our offices and facilities to foster responsible disposal habits.

We remain dedicated to minimising waste impact and improving operational efficiency. Our waste and effluent management practices comply with the following regulations:

- The Environmental Quality (Scheduled Wastes) Regulations 2014**
- The Environmental Quality (Industrial Effluent) Regulations 2009**
- Relevant local government by-laws**

## Environmental

Kawan waste management approaches are listed as below:

 <p><b>Domestic Waste</b> Sent to landfill by a licensed solid waste contractor</p>	 <p><b>Scheduled Waste</b> Disposed of by Department of Environment licensed contractors</p>
 <p><b>Recycled Waste</b> Sold to authorised recycling contractors</p>	 <p><b>Water Effluents</b> Treated with IETS procedure and discharged into drainage system</p>

### Total Waste

Financial Year (FY)	2023	2024	2025
<b>Total Non-Hazardous Waste</b>			
Domestic Waste (MT)	129.0	314.4	<b>305.2</b>
<b>Total Water Effluents Discharged</b>			
Water Effluents (MT)	N/A	N/A	<b>N/A</b>
<b>Waste Diverted from Landfill which was Recycled</b>			
Metal (including tin can) (MT)	2.3	7.3*	<b>5.2</b>
Drums sized 20 litres - Chemical (MT)	0.6	0.6	<b>0.5</b>
Plastic (MT)	10.1	22.0	<b>67.1</b>
Broken Cartons (MT)	34.5	57.9	<b>73.0</b>
Flour (MT)	878.6	980.1	<b>388.6</b>
Flour Stacks (MT)	2.2	35.5	<b>17.0</b>
Used Cooking Oil (MT)	13.3	12.4	<b>13.3</b>
<b>Total Scheduled Waste for Recycled / Other Recovery Process</b>			
Used Compressor Oil (MT)	0.4	2.6	<b>2.2</b>
Used Hydraulic Oil (MT)	0.8	0.2	<b>0.0</b>
Mineral Oil (MT)	N/A	N/A	<b>N/A</b>
Contaminated Container (MT)	N/A	0.2	<b>0.7</b>
Electronic Waste (MT)	0.1	0.7	<b>0.2</b>
<b>Total Scheduled Waste Disposal Through Incineration (MT)</b>			
Pathogen Waste	1.4	3.0	<b>2.1</b>
Ammonia Waste	N/A	N/A	<b>20.6</b>
<b>Waste Intensity</b>			
Total Waste (MT)	1,073.3	1,436.9	<b>895.7</b>
Total Production Volume (MT)	18,430.7	23,599.4	<b>17,926.6</b>
Waste Intensity (Total Waste in MT/ MT Production)	0.06	0.06	<b>0.05</b>

\* FY2024 figure has been restated following a data consolidation exercise completed in FY2025.

### PACKAGING MATERIAL USE

Kawan is committed to minimising our environmental impact through a holistic approach to sustainable material use and packaging. We prioritise responsible sourcing, efficient production, and waste reduction, actively seeking to reduce unnecessary packaging, where possible.

During the financial year, the Group achieved a 28.8% reduction in plastic usage per pack for our Roti Boom product line, primarily through the removal of unnecessary plastic film. Building on this progress, the Group is currently implementing additional initiatives, including the adoption of lower-plastic-content packaging materials and the removal of plastic trays. These efforts are undertaken without compromising product quality, safety, or functionality, underscoring the Group's continued commitment to reducing plastic consumption and enhancing packaging sustainability.

Our team continuously explores eco-friendly packaging solutions, including recyclable and biodegradable materials, designed to maintain product freshness while protecting the environment. This approach reflects our commitment to balancing quality, convenience, and sustainability for both our consumers and the planet.

# SOCIAL

## OCCUPATIONAL HEALTH AND SAFETY (“OHS”)

Kawan continues to uphold our commitment to workforce well-being through the implementation of our Occupational Health and Safety (“OHS”) Policy, last updated on 25 February 2025. We maintain a safe working environment by conducting monthly toolbox meetings aligned with ISO 45001:2018 standards, covering essential safety topics such as fall prevention and proper PPE usage. Our Health, Safety, and Environment Committee, led by the Chairman and comprising management and employee representatives, provides quarterly oversight to ensure a strong safety culture across the organisation.

To further enhance our OHS practices and ensure continual improvement, we achieved ISO 45001 certification in FY2024, supported by the development of manuals, staff training, and planned audits. Our commitment is reinforced through our OHS Policy and Integrated Management System (“IMS”) Manual, which integrates ISO 9001, ISO 14001, and ISO 45001. This certification is valid from 7 February 2024 to 6 February 2027, providing a structured framework for a safe and healthy workplace.

On 30 June 2025, we conducted fire safety drills to strengthen emergency preparedness. These exercises educated employees on evacuation procedures, fire extinguisher usage, and emergency response protocols, reinforcing swift and coordinated action in the event of a fire.

During FY2025, the Lost Time Incident Rate (“LTIR”) improved significantly, decreasing from 4.0 to 2.5. This reduction reflects a lower severity of workplace incidents, driven by effective awareness programmes and enhanced monitoring measures.

To sustain this progress, we have reinforced our mitigation strategies through heightened safety awareness, enhanced employee competencies, stricter compliance with legislation, and routine safety inspections. Using tools such as Hazard Identification, Risk Assessment, and Risk Control (“HIRARC”), we proactively identify and mitigate risks, fostering a culture of initiative and accountability in workplace safety.



## Social

### Health and Safety Performance

Financial Year (FY)	2023	2024	2025
Number of Work-Related Fatalities	0	0	0
Total Man-Hours Worked (million hour)	2.3	3.0	3.3
Lost Time Incident (Injury) Rate*	2.7	4.0	2.5
Severity Rate	4.0	19.1	8.4
Frequency Rate	6.2	8.6	6.5

\* Based on DOSH Malaysia JKKP8 per 1,000,000 hours.

### LABOUR MATTERS & WORKER RIGHTS

Our engagement initiatives are designed to foster a positive work environment, with regular monitoring to enhance employee satisfaction.

Recognising the importance of supporting foreign workers, we assign dedicated representatives to assist with their integration and well-being, promoting an inclusive and diverse workplace. We also benchmark salaries against industry standards and conduct annual reviews to ensure equal pay for equal work, in full compliance with local labour laws.

To further support our employees, we provide an in-house cafeteria and a wellness clinic offering medical care. These initiatives demonstrate our commitment to a healthy, supportive workplace that enhances employee satisfaction, well-being, and productivity.

### Competitive Benefits



- Medical & Hospitalisation Leave
- Maternity Leave
- Miscarriage Leave
- Compassionate Leave
- Examination Leave
- Paternity Leave



- Night Shift Allowance
- Call Back Allowance



- Outpatient medical consultation & treatment under panel clinics



- Hospital & Surgical Insurance
- Personal Accident Insurance



- KPI Incentive
- Annual Bonuses
- Employee Share Option Scheme (ESOS)
- Long Service Award

### Human Rights

Kawan is committed to upholding human rights across all aspects of our operations. Our Human Rights Policy aligns with the UN Declaration of Human Rights, the Ethical Trading Initiative (“ETI”) Base Code, and all relevant laws and regulations. Complementing this, our Code of Conduct ensures that employees, partners, and stakeholders clearly understand and adhere to these standards.

We actively address human rights concerns with a particular focus on supporting foreign workers and preventing forced labour. We collaborate closely with recruitment agencies to ensure fair treatment, safe working conditions, and adequate living arrangements for all workers. Through regular audits and reviews, we continuously identify areas for improvement to ensure full compliance and foster a workplace where everyone’s human rights are respected.

Our team actively addresses human rights concerns, with particular focus on supporting foreign workers and preventing forced labour. We collaborate with recruitment agencies to ensure workers are treated fairly, enjoy safe working conditions, and have adequate living arrangements. At Kawan, we are dedicated to fostering a workplace where everyone’s human rights are respected.

### Diversity and Inclusivity

Kawan’s commitment to community support is reflected in our local hiring approach, with our workforce comprised entirely of local talent, ensuring a sustainable operational footprint. In line with our principles of diversity and equal opportunity, we strictly adhere to local labour laws and actively support underprivileged groups through targeted initiatives. Diversity is central to our sustainable development goals, and we are dedicated to fostering an inclusive, discrimination-free workplace.

Guided by ‘Safety First, Quality Always’ mindset, our workforce demonstrated remarkable resilience in FY2025. We fully comply with Malaysian employment regulations and the International Labour Organisation, ILO’s principles, with our Code of Conduct enforcing fair and rigorous employment standards. No instances of non-compliance were recorded during the reporting period.

With the implementation of our Diversity Policy in 23 May 2022 and Human Rights Policy (24 December 2022), we actively promote equality and inclusivity at all levels. This commitment reflects the communities we serve, and we continuously strive to foster a workplace culture that supports growth, fairness, and employee well-being.

#### Kawan’s Commitment to Labour Principles



**Freely Chosen Employment**



**No Child Labour**



**Paying Living Wages**



**Non-Discrimination**



**Respecting Freedom of Association and Rights to Collective Bargaining**



**Safe and Hygienic Working Conditions**



**Non-Excessive Working Hours**



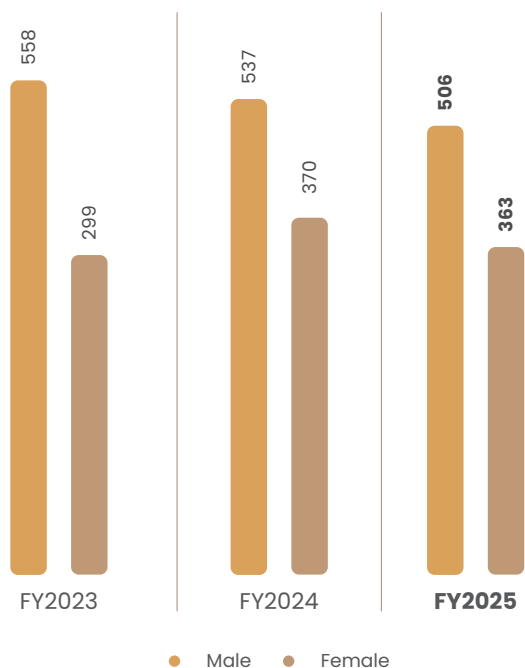
**No Harsh or Inhuman Treatment**

## Social

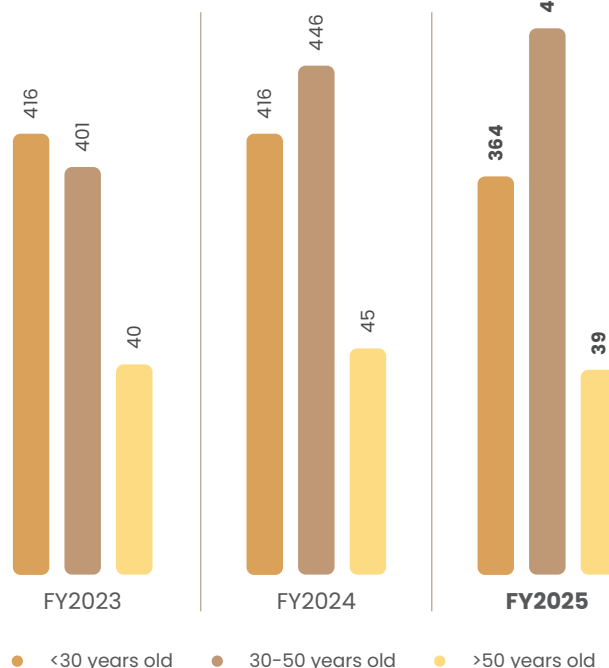
Financial Year (FY)	2023	2024	2025
Total Number of Employees	857	907	<b>869</b>
Number of New Employee Hires	462	231	<b>134</b>
<b>Workforce Breakdown by Employment Category</b>			
Executives	190 (22.2%)	214 (23.6%)	<b>230 (26.5%)</b>
Non-Executives	667 (77.8%)	693 (76.4%)	<b>639 (73.5%)</b>
<b>Workforce Breakdown by Gender</b>			
Female	299 (34.9%)	370 (40.8%)	<b>363 (41.8%)</b>
Male	558 (65.1%)	537 (59.2%)	<b>506 (58.2%)</b>
<b>Workforce Breakdown by Age Group</b>			
<30 years old	416 (48.5%)	416 (45.9%)	<b>364 (41.9%)</b>
30-50 years old	401 (46.8%)	446 (49.1%)	<b>466 (53.6%)</b>
>50 years old	40 (4.7%)	45 (5.0%)	<b>39 (4.5%)</b>
Number of Disabled Employees	1	1	<b>1</b>
<b>Workforce Breakdown by Gender and Age Group for Each Employee Category</b>			
<b>Executives</b>			
Male	105	110	<b>115</b>
Female	85	104	<b>115</b>
<30 years old	40	51	<b>48</b>
30-50 years old	134	142	<b>163</b>
>50 years old	16	21	<b>19</b>
<b>Non-Executives</b>			
Male	453	427	<b>391</b>
Female	214	266	<b>248</b>
<30 years old	376	365	<b>316</b>
30-50 years old	267	304	<b>303</b>
>50 years old	24	24	<b>20</b>
<b>Female Representation in the Management</b>			
% Women in Management	42.9	43.1	<b>46.8</b>
% Women in Top Management	36.4	36.4	<b>41.7</b>
<b>Board of Directors Diversity</b>			
<b>Breakdown of Directors by Gender</b>			
Total Number of Directors	8	9	<b>10</b>
Female	2	4	<b>4</b>
Male	6	5	<b>6</b>
<b>Breakdown of Directors by Age Group</b>			
<30 years old	0	0	<b>0</b>
30-50 years old	1	5	<b>5</b>
>50 years old	7	4	<b>5</b>

Social

**Workforce Breakdown by Gender (FY2023 - FY2025)**



**Workforce Breakdown by Age Group (FY2023 - FY2025)**



**Local Employment and Sourcing**

Kawan strictly adheres to local labour laws throughout our recruitment process, with a strong emphasis on hiring local candidates. In FY2025, 54.2% of our workforce comprised Malaysian employees, compared to 52.2% in FY2024, reflecting our continued commitment to supporting local employment.

We recognise that workplace diversity is essential in driving innovation, fostering tolerance, and enhancing overall organisational performance. As part of our commitment to equal employment opportunities, we ensure that factors such as race, gender, religion, age, or disability are never barriers to hiring. Our non-discrimination practices are upheld consistently across every stage of the recruitment process.

Across the Group, our employee demographics have remained generally stable. Gender representation and overall age-group distribution showed consistent patterns, with only minor fluctuations observed. This consistency reflects our balanced workforce structure and fair employment practices.

As of 31 Dec 2025, individuals with disabilities made up 0.1% of our workforce, specifically in the Production Executive role. More details on our social performance, including workforce composition, are available in the Sustainability Performance Data table.

**EMPLOYEE DEVELOPMENT**

We invest in both internal and external training programmes, offering a combination of mandatory and voluntary courses that enable employees to obtain relevant certifications and enhance their professional capabilities.

In FY2025, our commitment to continuous learning remained strong, with total training hours maintained at 12,881 hours. On average, each employee received 14.8 training hours, supported by a total investment of RM358,000. This strategic investment underscores our dedication to developing a skilled, adaptable workforce to drive organisational excellence.

## Social

Our FY2025 training programmes focus on key areas critical to our operations and long-term growth, as outlined in the table below.

Categories	No. of Training	Training Hours	No. of Participant
Awareness	234	3,879	4,171
Compulsory	80	697	298
Food Safety	54	3,889	1,509
Soft Skills	103	1,866	246
Technical	148	2,550	520

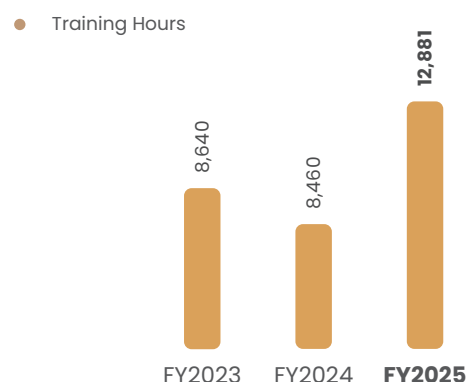
By prioritising these targeted training initiatives, we equip our employees with the skills and knowledge required to excel in their roles and contribute meaningfully to the organisation's success.

At Kawan, our Lunch & Learn sessions maximise break time by combining learning with convenience. While enjoying complimentary cafeteria meals, employees participate in online business conferences and knowledge-sharing sessions, gaining valuable insights in a relaxed and engaging environment. This initiative fosters continuous development, keeping our workforce informed, motivated, and committed to lifelong learning.

### Training Development

Financial Year (FY)	2023	2024	2025
HODs and Managers (hour)	53.0	35.9	<b>42.0</b>
Executives (hour)	27.6	26.8	<b>33.1</b>
Non-Executives (hour)	2.3	2.8	<b>7.0</b>
Average Hours of Training per Year per Employee by Category (hour)	10.1	9.3	<b>14.8</b>
Average Days per Year per Employee (day)	1.3	1.2	<b>1.9</b>

### Total Training Hours (FY2023–FY2025)



### QUALITY, SAFE & ACCESSIBLE FOOD CHOICES

Kawan remains committed to supporting good nutrition by optimising our core product range, including parathas, buns, and bakery items, to enhance operational efficiency and manage costs. In FY2025, we prioritised product rationalisation initiatives to strengthen our key offerings while maintaining affordability for consumers.

To deliver better value, we encourage frequent consumers to choose lower price-per-kilogram options through larger pack formats, such as the introduction of our 15's value pack Roti Canai.

Our sustainability efforts also extend to packaging improvements, including reducing plastic usage through the removal of trays in our Roti Boom packaging. The Group also commenced studies to further reduce plastic usage across selected core product ranges, including Paratha, Chapatti, Puff Pastry, and Mini Bun. This initiative reinforces our commitment to minimising environmental impact while continuing to deliver quality, value, and convenience to our consumers.

## Social

### Packaging & Labelling

Kawan is committed to empowering customers to make informed and healthier choices through clear, accurate, and compliant product labelling. This includes comprehensive nutrition information, precise cooking instructions, and prominent allergen warnings, all aligned with applicable regulatory standards across our markets. Concurrently, we continuously innovate our packaging design to minimise waste without compromising product quality, safety, or shelf life.

To reduce our environmental footprint, we continuously optimise our packaging materials by exploring lighter-weight specifications that use less plastic without compromising performance. During the financial year, we completed the evaluation of thinner yet stronger packaging that maintains durability and effective moisture barrier protection. Implementation will be phased in once existing packaging inventory is utilised, supporting our commitment to responsible packaging while ensuring product integrity across the supply chain.



### Shelf Life

Kawan maintains the freshness and quality of our products through flash freezing technology and rigorous quality control measures that optimise shelf life. This approach naturally preserves product integrity while helping to reduce food waste. By extending shelf life without compromising taste or nutritional value, we align with our mission to deliver safe, nutritious, and sustainable food to our customers.

To ensure consistent quality and safety, we conduct periodic microbiological and nutritional analyses to meet the highest standards. These tests enable the early identification and resolution of potential issues, ensuring consistency in taste, texture, and nutritional value. Through these strict quality control practices, we reinforce consumer trust and our commitment to delivering high-quality food products.

### Product Quality & Safety

We maintain a strict focus on product quality and safety, conducting rigorous testing under ISO/IEC 17025 laboratory accreditation and adhering to BRCGS (Brand Reputation Compliance Global Standard) food safety standards. Our quality assurance team implements the Hazard Analysis Critical Control Point ("HACCP") system to ensure safety throughout the product lifecycle.

## Social

Our Pulau Indah facility holds multiple food related certifications, including:

We extend our commitment to food safety and quality to our supply chain partners through annual reviews and audits. Additionally, we engage third-party auditors for independent assessments to verify compliance with HALAL, quality, and safety assurance systems.



In FY2025, we audited 14 suppliers, achieving an average score of 84%, with a strong emphasis on continuous improvement. To ensure consumer safety, we implement allergen labelling and declarations, protecting vulnerable groups.

Despite this, we remain steadfast in our commitment to food safety and quality, continuously refining our processes to meet regulatory standards and maintain consumer trust.

## Responsible Marketing

At Kawan, we uphold responsible marketing practices that comply with industry standards and international guidelines, including the Garis Panduan Pengiklanan Makanan issued by Kementerian Kesihatan Malaysia (“KKM”), the ICC Advertising and Marketing Communication Practice Code, and FDA regulations. Our food packaging and labels provide clear nutrition facts and allergen information, empowering consumers to make informed and healthy choices.

We are committed to allergen awareness and protection, ensuring transparent labelling to safeguard vulnerable groups. Our continuous monitoring and evaluation, supported by metrics such as customer satisfaction and regulatory compliance, drive ongoing improvement.

For Kawan, responsible marketing is not merely a practice, it is a core component of our commitment to a healthier society and environment. It fosters consumer trust, promotes safe and informed choices, and reinforces our dedication to ethical and transparent communication.

## Economic Contribution to Society

As a responsible corporate citizen, Kawan’s financial strength enables us to create value that goes beyond business growth. In FY2025, our contributions through revenue generation, tax payments, and international trade supported national economic development. This solid financial foundation also allows us to reinvest in the community through initiatives like KawanCare, aligning our business success with meaningful social impact.

Kawan cares about our community. We have launched programs that allow customers to support community causes, while we provide direct assistance to those in need. In FY2025, we donated a total of RM443,000.



Social

Through KawanCare, we align our community investments with our “Food for a Better World” commitment, contributing to inclusive socio-economic development across the communities we serve. In FY2025, KawanCare donations benefited non-profit organisations and supported the Yayasan Muhibbah Kelantan Flood Relief initiative. We actively engage our employees in community programs, recognising their volunteerism as a vital aspect of our corporate responsibility.

Our community engagement reflects our mission to enrich lives and contribute to economic, social, and environmental development.

The table below highlights the charity programs undertaken by Kawan and the donation amounts contributed through these initiatives:

Name of Programme	Amount (RM)
Food Donation	211,169
Kawan X Yayasan Muhibbah	121,570
SJK (C) Choong Wen Fundraising Initiatives	62,932
Others	47,329



**GOING FORWARD**

As we move forward, the following objectives will guide our actions, aligned with our key sustainability focus areas:

**Uphold the Highest Standards of Food Safety and Ethics**

Ensure full compliance with all applicable food safety laws (including MeSTI and HACCP standards), regulations, and industry best practices, promoting transparency, halal integrity, and accountability across all production and distribution operations.

**Maintain and Enhance Product Quality and Innovation**

Deliver excellence through robust halal production processes, rigorous quality assurance, and customer-centric innovation, ensuring sustainable satisfaction and fostering responsible consumption of our frozen food products.

**Promote Inclusive Social Development**

Implement equitable employment practices, engage in meaningful community initiatives, and cultivate a diverse and inclusive workplace that drives sustainable growth for both employees and the local communities we serve.

**Responsible Supply Chain Engagement**

We plan to introduce an EESG questionnaire for key suppliers to assess and promote responsible environmental, social, and governance practices within our supply chain. This will support greater transparency and encourage supplier participation in the Group’s sustainability journey, ensuring the integrity of our raw materials.

**Operational Efficiency through Automation**

The Group has commenced automation initiatives in our manufacturing lines to improve operational efficiency, reduce reliance on manual processes, and support more sustainable production practices. Automation is expected to contribute to productivity improvements while enhancing process consistency, food safety, and resource optimisation.

We are continually strengthening our sustainability governance framework to monitor and improve our economic, environmental, and social impact. By focusing on our 12 material matters, we establish clear priorities for continuous improvement, confident that this proactive approach will enable us to achieve our diverse sustainability objectives and deliver long-term value to our stakeholders.

## Sustainability Performance Data

Description	FY2023	FY2024	FY2025
<b>ECONOMIC</b>			
<b>Supply Chain</b>			
Total Procurement Spent (RM million)	164.5	206.3*	159.7
Percentage of Local Suppliers (%)	90	91	92
Percentage of Foreign Suppliers (%)	10	9	8
<b>Anti-Corruption</b>			
Percentage of Operations Assessed for Corruption-Related Risks (%)	100	100	100
Confirmed Incidents of Corruption	0	0	0
<b>Number of Employees Who have Received Training on Anti-Corruption by Employment Category</b>			
Executive	69 (12.4%)	93 (19.3%)	198 (24.7%)
Non-Executive	457 (87.6%)	390 (80.7%)	604 (75.3%)
<b>ENVIRONMENTAL</b>			
<b>Total Energy Consumption (GWh)</b>			
Electricity Consumption (GWh)	13.5	15.2	13.3
Solar Energy Generated (GWh)	3.6	4.0*	3.7
Diesel Consumption (Genset) (litre)	20.0	N/A	N/A
Energy Intensity (Energy Consumption in kWh/ kg Production)	0.9	0.8	0.9
Diesel Consumed by Company-Owned Vehicles (litre)	342,688	313,061	275,270
Water Consumption (m <sup>3</sup> )	59,064	61,135*	68,144
Water Discharged (m <sup>3</sup> )	10,053	12,137	8,423
Water Intensity (Water Consumption in m <sup>3</sup> / kg Production)	0.0032	0.0026	0.0038
Scope 1 Emissions (tCO <sub>2</sub> e)	285*	645	483
Scope 2 Emissions (tCO <sub>2</sub> e)	10,081	11,824	10,261
Scope 3 Emissions (tCO <sub>2</sub> e)	13*	937	498
<b>Total Waste (MT)</b>			
<b>Total Non-Hazardous Waste (MT)</b>			
Domestic Waste (MT)	129.0	314.4	305.2
<b>Total Water Effluents Discharged</b>			
Water Effluents	N/A	N/A	N/A
<b>Waste Diverted from Landfill which was Recycled (MT)</b>			
Metal (including tin can) (MT)	2.3	7.3*	5.2
Drums sized 20 litre – Chemical (MT)	0.6	0.6	0.5
Plastic (MT)	10.1	22.0	67.1
Broken Cartons (MT)	34.5	57.9	73.0
Flour (MT)	878.6	980.1	388.6
Flour Stacks (MT)	2.2	35.5	17.0
Used Cooking Oil (MT)	13.3	12.4	13.3
<b>Total Scheduled Waste (MT)</b>			
<b>Total Scheduled Waste for Recycled / Other Recovery Process (MT)</b>			
Used Compressor Oil (MT)	0.4	2.6	2.2
Used Hydraulic Oil (MT)	0.8	0.2	0.0
Mineral Oil (MT)	N/A	N/A	N/A
Contaminated Container (MT)	N/A	0.2	0.7
Electronic Waste (MT)	0.1	0.7	0.2
<b>Total Scheduled Waste Disposal Through Incineration (MT)</b>			
Pathogen Waste (MT)	1.4	3.0	2.1
Ammonia Waste (MT)	N/A	N/A	20.6

## Sustainability Performance Data

Description	FY2023	FY2024	FY2025
<b>SOCIAL</b>			
<b>Diversity</b>			
Total Number of Employees	857	907	<b>869</b>
Number of New Employee Hires	462	231	<b>134</b>
<b>Workforce Breakdown by Nationality</b>			
Malaysians	378 (44.1%)	473 (52.2%)	<b>471 (54.2%)</b>
Non-Malaysians	479 (55.9%)	434 (47.8%)	<b>398 (45.8%)</b>
<b>Workforce Breakdown by Ethnicity</b>			
Malay	240 (28.0%)	256 (28.2%)	<b>273 (31.4%)</b>
Chinese	97 (11.3%)	109 (12.0%)	<b>113 (13.0%)</b>
Indian	35 (4.1%)	41 (4.5%)	<b>33 (3.8%)</b>
Others	485 (56.6%)	501 (55.3%)	<b>450 (51.8%)</b>
<b>Workforce Breakdown by Employment Contract</b>			
Permanent Staff	836 (97.6%)	892 (98.4%)	<b>852 (98.0%)</b>
Contract/ Part-Time Staff	21 (2.4%)	15 (1.6%)	<b>17 (2.0%)</b>
Percentage of Contract Staff/ Temporary Staff (%)	2.4	1.6	<b>2.0</b>
<b>Workforce Breakdown by Employment Category</b>			
Executives	190 (22.2%)	214 (23.6%)	<b>230 (26.5%)</b>
Non-Executives	667 (77.8%)	693 (76.4%)	<b>639 (73.5%)</b>
<b>Workforce Breakdown by Gender</b>			
Female	299 (34.9%)	370 (40.8%)	<b>363 (41.8%)</b>
Male	558 (65.1%)	537 (59.2%)	<b>506 (58.2%)</b>
<b>Workforce Breakdown by Age Group</b>			
<30 years old	416 (48.5%)	416 (45.9%)	<b>364 (41.9%)</b>
30-50 years old	401 (46.8%)	446 (49.1%)	<b>466 (53.6%)</b>
>50 years old	40 (4.7%)	45 (5.0%)	<b>39 (4.5%)</b>
Number of Disabled Employee	1	1	<b>1</b>
<b>Workforce Breakdown by Gender and Age Group for Each Employee Category</b>			
<b>Executives</b>			
Male	105	110	<b>115</b>
Female	85	104	<b>115</b>
<30 years old	40	51	<b>48</b>
30-50 years old	134	142	<b>163</b>
>50 years old	16	21	<b>19</b>
<b>Non-Executives</b>			
Male	453	427	<b>391</b>
Female	214	266	<b>248</b>
<30 years old	376	365	<b>316</b>
30-50 years old	267	304	<b>303</b>
>50 years old	24	24	<b>20</b>
<b>Female Representation in the Management</b>			
% Women in Management	42.9	43.1	<b>46.8</b>
% Women in Top Management	36.4	36.4	<b>41.7</b>

## Sustainability Performance Data

Description	FY2023	FY2024	FY2025
<b>SOCIAL (CONTINUED)</b>			
<b>Board of Directors Diversity</b>			
<i>Breakdown of Directors by Gender</i>			
Total Number of Directors	8	9	<b>10</b>
Female	2	4	<b>4</b>
Male	6	5	<b>6</b>
<i>Breakdown of Directors by Age Group</i>			
<30 years old	0	0	<b>0</b>
30-50 years old	1	5	<b>5</b>
>50 years old	7	4	<b>5</b>
<i>Breakdown of Directors by Ethnicity</i>			
Malay	2	3	<b>2</b>
Chinese	6	6	<b>7</b>
Indian	0	0	<b>0</b>
Asian British	0	0	<b>1</b>
<b>Human Rights</b>			
Number of Complaints Concerning Human Rights Violations	0	0	<b>0</b>
<b>Health and Safety</b>			
Number of Work-Related Fatalities	0	0	<b>0</b>
Total Man-Hours Worked (million hour)	2.3	3.0	<b>3.3</b>
Lost Time Incident Rate	2.7	4.0	<b>2.5</b>
Severity Rate	4.0	19.1	<b>8.4</b>
Frequency Rate	6.2	8.6	<b>6.5</b>
<b>Training</b>			
Total Training Hours (hour)	8,640	8,460	<b>12,881</b>
Average Hours of Training per Year per Employee by Category (hour)	10.1	9.3	<b>14.8</b>
Head of Departments and Managers (hour)	53.0	35.9	<b>42.0</b>
Executives (hour)	27.6	26.8	<b>33.1</b>
Non-Executives (hour)	2.3	2.8	<b>7.0</b>
Average Days per Year per Employee (day)	1.3	1.2	<b>1.9</b>
<b>Customer Satisfaction</b>			
Customer Complaints	193*	196	<b>171</b>
Resolution Rate (%)	100	100	<b>100</b>

\* FY2023 and FY2024 figures have been restated following a data cleanup exercise completed in FY2025.

### Statement of Assurance

#### Internal Assurance

This Statement has not been subjected to a formal review by independent external parties. Nonetheless, it was reviewed by Management and approved by the Board. The Sustainability Statement is therefore internally assured.

Although the Sustainability Statement was prepared with the support of an external professional advisor, the accuracy and relevance of the information were carefully evaluated prior to its inclusion. In addition, Management implemented a review process to confirm that the data and disclosures presented are appropriate, relevant, and accurate.

Based on these reviews, nothing has come to our attention that would indicate any material misstatement in the reported information.

## Bursa Malaysia Prescribed Table

Date & Time: 2026-04-22\_14:49:36  
FYE 31/12/2025

**Kawan Food Berhad**  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category - Management	Percentage	9.0	-	No assurance
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category - Executive	Percentage	15.6	-	No assurance
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category - Non-executive/Technical Staff	Percentage	22.0	-	No assurance
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category - General Workers	Percentage	53.4	-	No assurance
Anti-corruption	Percentage of operations assessed for corruption-related risks	Percentage	100.0	-	No assurance
Anti-corruption	Confirmed incidents of corruption and action taken	Number	0	-	No assurance
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	442,869	-	No assurance
Community/Society	Total number of beneficiaries of the investment in communities	Number	35	-	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category - Management Under 30	Percentage	5.6	-	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category - Management Between 30-50	Percentage	78.7	-	No assurance

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-22\_14:49:36

Page 1 of 5

## Bursa Malaysia Prescribed Table

Date & Time: 2026-04-22\_14:49:36  
FYE 31/12/2025

Kawan Food Berhad  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Percentage of employees by gender and age group, for each employee category - Management Above 50	Percentage	15.7	-	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category - Executive Under 30	Percentage	30.5	-	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category - Executive Between 30-50	Percentage	66.0	-	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category - Executive Above 50	Percentage	3.5	-	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category - Non-executive/Technical Staff Under 30	Percentage	48.7	-	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category - Non-executive/Technical Staff Between 30-50	Percentage	47.7	-	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category - Non-executive/Technical Staff Above 50	Percentage	3.6	-	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category - General Workers Under 30	Percentage	49.8	-	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category - General Workers Between 30-50	Percentage	47.3	-	No assurance

Bursa Malaysia Prescribed Table

**Kawan Food Berhad**  
 BMLR Transition Period  
 Date & Time: 2026-04-22\_14:49:36  
 FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Percentage of employees by gender and age group, for each employee category - General Workers Above 50	Percentage	2.9	-	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category - Management Male	Percentage	53.9	-	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category - Management Female	Percentage	461	-	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category - Executive Male	Percentage	475	-	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category - Executive Female	Percentage	52.5	-	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category - Non-executive/Technical Staff Male	Percentage	64.0	-	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category - Non-executive/Technical Staff Female	Percentage	36.0	-	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category - General Workers Male	Percentage	60.0	-	No assurance
Diversity	Percentage of employees by gender and age group, for each employee category - General Workers Female	Percentage	40.0	-	No assurance
Diversity	Percentage of directors by gender and age group - Male	Percentage	60.0	-	No assurance

## Bursa Malaysia Prescribed Table

Date & Time: 2026-04-22\_14:49:36  
FYE 31/12/2025

Kawan Food Berhad  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Percentage of directors by gender and age group - Female	Percentage	40.0	-	No assurance
Diversity	Percentage of directors by gender and age group - Under 30	Percentage	0.0	-	No assurance
Diversity	Percentage of directors by gender and age group - Between 30-50	Percentage	50.0	-	No assurance
Diversity	Percentage of directors by gender and age group - Above 50	Percentage	50.0	-	No assurance
Energy Management	Total energy consumption	Megawatt	15,870.7	-	No assurance
Health and Safety	Number of work-related fatalities	Number	0	-	No assurance
Health and Safety	Lost time incident rate ("LTIR")	Rate	2.5	-	No assurance
Health and Safety	Number of employees trained on health and safety standards	Number	77	-	No assurance
Labour Practices and Standards	Total hours of training by employee category - Management	Hours	3,740	-	No assurance
Labour Practices and Standards	Total hours of training by employee category - Executive	Hours	4,665	-	No assurance
Labour Practices and Standards	Total hours of training by employee category - Non-executive/Technical Staff	Hours	2,718	-	No assurance
Labour Practices and Standards	Total hours of training by employee category - General Workers	Hours	1,758	-	No assurance
Labour Practices and Standards	Percentage of employees that are contractors or temporary staff	Percentage	2.0	-	No assurance
Labour Practices and Standards	Total number of employee turnover by employee category - Management	Number	6	-	No assurance

Bursa Malaysia Prescribed Table

Date & Time: 2026-04-22\_14:49:36  
FYE 31/12/2025

**Kawan Food Berhad**  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Labour Practices and Standards	Total number of employee turnover by employee category - Executive	Number	6	-	No assurance
Labour Practices and Standards	Total number of employee turnover by employee category - Non-executive/Technical Staff	Number	7	-	No assurance
Labour Practices and Standards	Total number of employee turnover by employee category - General Workers	Number	12	-	No assurance
Labour Practices and Standards	Number of substantiated complaints concerning human rights violations	Number	0	-	No assurance
Supply Chain Management	Proportion of spending on local suppliers	Percentage	92.0	-	No assurance
Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	-	No assurance
Water	Total volume of water used	Megalitres	681	-	No assurance

## GRI Content Index Reference

GRI STANDARD / OTHER SOURCE	DISCLOSURE ITEM	DISCLOSURE DESCRIPTION / STATUS	REFERENCE PAGES(S) IN ANNUAL REPORT
<b>GRI 2: General Disclosures 2021</b>			
<b>1. The organisation and its reporting practice</b>			
2-1	Organisation details	KAWAN at a Glance	2
2-2	Entities included in the organisation's sustainability reporting	Reporting Scope and Boundary	13
2-3	Reporting period, frequency and contact point	Reporting Scope and Boundary	13
2-4	Restatement of information	There is a change in material matters due to the reassessment of key material matters during the reporting year.	19
2-5	External assurance	There is no external assurance performed for KAWAN yet.	N/A
<b>2. The organisation and its reporting practice</b>			
2-6	Activities, value chain and other business relationship	KAWAN at a Glance	2
2-7	Employees	Diversity and Equal Opportunity:	39 - 41
2-8	Workers who are not employees	Sustainability Performance Data: Social - Workforce Breakdown by Employment Contract * Contract workers are hired based on stages and requirements of the ongoing projects.	47
<b>3. Governance</b>			
2-9	Governance structure and composition	Sustainability Governance Structure	14
2-10	Nomination and selection of highest governance body	Corporate Governance Overview Statement: • Appointments and Re-election of Directors	59, 67, 71, 73, 75, 78
2-11	Chair of the highest governance body	Corporate Governance Overview Statement: • Board Composition	73
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance Structure	14
2-13	Delegation of responsibility for managing impacts	Sustainability Governance Structure	14
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance Structure	14
2-15	Conflict of interest	• Code of Conduct • Conflict of Interest	29, 72 - 73
2-16	Communication of critical concerns	Anti-Corruption: • Whistleblowing Policy	29, 72
2-17	Collective knowledge of the highest governance body	Corporate Governance Overview Statement: • Directors' Training	75 - 77
2-18	Evaluation of the performance of the highest governance body	Corporate Governance Overview Statement: • Board Evaluation	74
2-19	Remuneration policies	Corporate Governance Overview Statement: • Directors' Remuneration	79
2-20	Process to determine remuneration	Corporate Governance Overview Statement: • Directors' Remuneration	79
<b>4. Strategy, policies and practices</b>			
2-22	Statement on sustainable development strategy	Going Forward	45
2-26	Mechanism for seeking advice and raise concerns	Anti-Corruption: • Whistleblowing Policy	29, 72
2-27	Compliance with laws and regulations	• Anti-Bribery and Anti-Corruption Policy • Environmental Compliance • Occupational Health and Safety	29, 35, 37, 73, 86
<b>5. Stakeholder engagement</b>			
2-29	Approach to stakeholder engagement	Stakeholder Engagement	17 - 18

## GRI Content Index Reference

GRI STANDARD / OTHER SOURCE	DISCLOSURE ITEM	DISCLOSURE DESCRIPTION / STATUS	REFERENCE PAGES(S) IN ANNUAL REPORT
<b>GRI 3: Material Topics 2021</b>			
3-1	Process to determine material topics	Materiality Assessment and Key Sustainability Matters	19
3-2	List of material topics	Materiality Assessment and Key Sustainability Matters	19
3-3	Management of material topics	<ul style="list-style-type: none"> <li>• Economic</li> <li>• Environment</li> <li>• Social</li> </ul>	19
<b>GRI 201: Economic Performance 2016</b>			
201-1	Direct economic value generated and distributed	Direct Impact: Economic Presence and Sustainable Profitability	26
201-2	Financial implications and other risks and opportunities due to climate change	Gathering and analyse the necessary data to include TCFD in future sustainability reports	N/A
<b>GRI 203: Indirect Economic Impacts 2016</b>			
203-2	Significant indirect economic impacts	Indirect Economic Impact	N/A
<b>GRI 204: Procurement Practices 2016</b>			
204-1	Proportion of spending on local suppliers	Ingredients Sourcing & Supply Chain	30 - 31
<b>GRI 205: Anti-corruption 2016</b>			
205-2	Communication and training about anti-corruption policies and procedures	Anti-Corruption: <ul style="list-style-type: none"> <li>• Anti-Bribery and Anti-Corruption Policy</li> </ul>	29
205-3	Confirmed incidents of corruption and actions taken	Anti-Corruption: <ul style="list-style-type: none"> <li>• Anti-Bribery and Anti-Corruption Policy</li> </ul>	29
<b>GRI 302: Energy 2016</b>			
302-1	Energy consumption within the organisation	Energy Efficiency	32 - 33
<b>GRI 303: Water and Effluents 2016</b>			
303-5	Water consumption	Water Consumption	34 - 35
<b>GRI 306: Waste 2020</b>			
306-1	Waste generation and significant waste-related impacts	Waste Management	35 - 36
<b>GRI 401: Employment 2016</b>			
401-1	New employee hires and employee turnover	Sustainability Performance Data: Social - Diversity	47
401-2	Benefit provided to full-time employees that are not provided to temporary or part-time employees	Labour Matters & Worker Rights: Competitive Benefits	38
401-3	Parental leave	Labour Matters & Worker Rights: Competitive Benefits	38
<b>GRI 403: Occupational Health and Safety 2018</b>			
403-1	Occupational health and safety management system	Occupational Health & Safety	37
<b>GRI 404: Training and Education 2016</b>			
404-1	Average hours of training per year per employee	Training development	42
404-2	Programs for upgrading employee skills and transition assistance programs	Employee Development	42
<b>GRI 405: Diversity and Equal Opportunity 2016</b>			
405-1	Diversity of governance bodies and employees	Diversity and Inclusivity	39 - 41

## Board At A Glance



“

The Board, under the leadership of the Chairman, is responsible for determining the overall strategy of the Group and providing oversight of the senior management.

”

## Board At A Glance

1

Board

### LIM HUN SOON @ DAVID LIM

Non-Independent  
Non-Executive Chairman

2

Board

### GAN THIAM CHAI

Chairman Emeritus and  
Acting Group Managing Director

3

Board

### GAN KA BIEN

Executive Director

4

Board AC NC RC

### DR. NIK ISMAIL BIN NIK DAUD

Senior Independent  
Non-Executive Director

5

Board AC NC RC

### EUGENE HON KAH WENG

Independent  
Non-Executive Director

6

Board AC NC RC

### NOOR ALINA BINTI MOHAMAD FAIZ

Independent  
Non-Executive Director

7

Board

### GAN MENG HOI, DEREK

Non-Independent  
Non-Executive Director

8

Board

### GAN KA HUI

Non-Independent  
Non-Executive Director

9

Board

### GAN KA OOI, AMY

Non-Independent  
Non-Executive Director

10

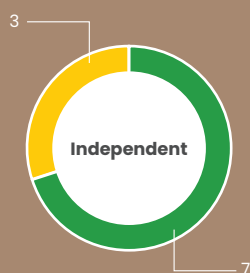
Board

### NEEL NARESH NAGRECHA

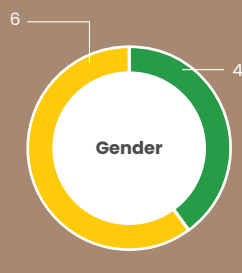
Non-Independent  
Non-Executive Director

Legend: ■ Board ■ Chairman ■ Member

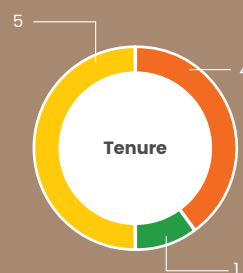
## BOARD COMPOSITION



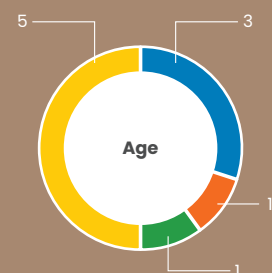
● Independent Director  
● Non-Independent Director



● Male  
● Female



● 0-3 Years  
● 3-6 Years  
● More than 6 Years



● 30-49 Years Old  
● 50-59 Years Old  
● 60-69 Years Old  
● 70-79 Years Old

## Board of Directors' Profiles

### LIM HUN SOON@ DAVID LIM

*Non-Independent Non-Executive Chairman*

**Date of Appointment:**

21 October 2015

**Board Meeting: 8/8**



Lim Hun Soon @ David Lim (“Mr. David Lim”) was appointed to the Board on 21 October 2015 and was redesignated as Non-Independent Non-Executive Chairman on 16 October 2024.

Mr. David Lim graduated with a Bachelor of Arts in Economics from the University of Leeds in 1978. He qualified as a member of the Institute of Taxation, UK in 1981 and as a Chartered Accountant in England and Wales in 1982. He returned to Malaysia in 1982 to continue his service with KPMG, and was admitted as a member of the Malaysian Institute of Accountants (“MIA”) and the Malaysian Association of Certified Public Accountants (now known as the Malaysian Institute of Certified Public Accountants (“MICPA”)) in 1982 and 1984 respectively.

Mr. David Lim had a distinguished thirty-three (33) years career with Peat Marwick Mitchell (now known as KPMG). He was admitted as a Partner in 1990 and served on the firm’s Management Committee from 1997 to 2001 and the Partnership Supervisory Council from 2002 to 2010, prior to his retirement in 2011. In 2006, he played a key role in establishing the Audit Committee Institute, Malaysia.

In 2013, he was appointed as a Council Member of The Institute of Chartered Accountants in England and Wales (ICAEW), marking the first time Malaysia was represented on its Council, and served for the maximum permitted tenure until March 2019.

Mr. David Lim currently serves as the Independent Non-Executive Chairman of TSA Group Berhad and Rockwills Trustee Berhad, Chairman of the Audit Committee of Press Metal Aluminium Holdings Berhad, Public Investment Bank Berhad and Malaysian Rating Corporation Berhad, and an Independent Non-Executive Director of Kossan Rubber Industries Berhad and Fairview International PLC.

Mr. David Lim does not have any family relationship with any Director and/or major shareholder of the Company. He attended all eight (8) Board Meetings held during the financial year ended 31 December 2025.

## Board of Directors' Profiles

# GAN THIAM CHAI

*Chairman Emeritus and Acting Group  
Managing Director*

**Date of Appointment:**

1 June 2005

**Board Meeting: 5/6**



72



Gan Thiam Chai ("Mr. T.C. Gan") was appointed to the Board on 1 June 2005 and served as the Executive Chairman since 1 March 2010. Following his retirement from the Board on 16 October 2024, he was bestowed the title of Chairman Emeritus and continued to serve as Adviser, providing guidance to support the continued growth of Kawan Food Berhad and its Group of Companies. Subsequently, he was appointed as Acting Group Managing Director ("AGMD") of the Group on 9 April 2025, to facilitate leadership continuity. He assumes this role while continuing as Chairman Emeritus of the Company.

Mr. T.C. Gan has accumulated more than 30 years of experience in the food processing industry. After leaving school in 1971, he joined Behn Meyer Industries Sdn. Bhd. as a Technical Assistant. He left the company in 1976 and set up Kian Guan Trading Co. in 1977. In 1984, he founded Kawan Food Manufacturing Sdn. Bhd. ("KFM"). The growth of KFM from small business to an award-winning enterprise is attributable to his efforts.

His business acumen and sound technical knowledge in the food industry is an invaluable asset to the Group. He is responsible for the overall business planning and development, product research and development, transformation and modernisation of food production process through automation, formulation of companies' strategic plans and policies.

Mr. T.C. Gan is the husband of Madam Kwan Sok Kay and the brother of Mr. Gan Thiam Hock, both remain the substantial shareholders of the Company. Mr. T.C. Gan is the father of Ms. Gan Ka Bien, the Executive Director, and Ms. Gan Ka Hui and Ms. Gan Ka Ooi, the Non-Independent Non-Executive Directors of the Company.

He does not hold any directorship in other public companies or listed issuers. He attended five (5) out of six (6) Board Meetings held during the financial year ended 31 December 2025 since his appointment as AGMD on 9 April 2025.

## Board of Directors' Profiles

# GAN KA BIEN

*Executive Director*

**Date of Appointment:**

24 November 2020

**Board Meeting: 8/8**



45



Gan Ka Bien ("Ms. K.B. Gan") was appointed to the Board on 24 November 2020. She has over 15 years of experience in marketing.

Ms. K.B. Gan graduated with a Bachelor of Business from the University of Technology in Sydney, Australia in 2002. She also obtained a Diploma in Marketing Research from Marketing Research Society of Australia. In 2017, she became a licensed Master Practitioner of Neuro-Linguistic Programming. In 2022, she was recognised as a Certified Sustainability Reporting Specialist (CSRS) by the Institute of Certified Sustainability Practitioners.

In 2003, Ms. K.B. Gan started her career as a Business Manager with Kawan Food Manufacturing Sdn. Bhd. ("KFM"). She was involved in promoting products to overseas and domestic markets. She was subsequently promoted as a Senior Business Manager of KFM in 2012, during which she had success in launching multiple products.

In 2019, Ms. K.B. Gan was appointed as the Head of Marketing, managing the Group's entire marketing initiatives in creating a differentiated Kawan brand for all of the Group's products with long term strategies. In 2021, she was entrusted with overseeing the Group's sustainability strategy and initiatives, ensuring that sustainability commitments are effectively executed, monitored, and aligned with the United Nations Sustainable Development Goals and the expectations of stakeholders. In 2023, she took on the leadership of Quality Assurance, Research & Development, and Laboratory operations, overseeing product innovation and quality standards to support the Group's growth and commitment to excellence in the frozen food industry.

Ms. K.B. Gan is the daughter of Mr. Gan Thiam Chai, the Acting Group Managing Director of Kawan Food Berhad and Madam Kwan Sok Kay, the substantial shareholder of the Company. Ms. K.B. Gan is the sister of Ms. Gan Ka Hui and Ms. Gan Ka Ooi, the Non-Independent Non-Executive Directors of the Company.

Ms. K.B. Gan does not hold any directorship in other public companies nor listed issuers. She attended all eight (8) Board Meetings held during the financial year ended 31 December 2025.

## Board of Directors' Profiles

# DR. NIK ISMAIL BIN NIK DAUD

*Senior Independent Non-Executive Director*

**Date of Appointment:**

2 January 2017

**Board Meeting: 8/8**



75



Dr. Nik Ismail bin Nik Daud ("Dr. Nik") was appointed to the Board on 2 January 2017. He was appointed by the Board as Senior Independent Non-Executive Director on 8 April 2019. He is also the Chairman of the Remuneration Committee and a member of both the Audit Committee and Nominating Committee of the Company.

Dr. Nik graduated with a Bachelor of Agricultural Science (Hons) from Universiti Malaya in 1975. Subsequently, he obtained a Postgraduate Diploma in Food Science from the Catholic University of Leuven, Belgium in 1976, a Master of Science in Food Science & Microbiology from University of Strathclyde, Scotland in 1978, a PhD in Food Science from University of London, United Kingdom in 1983 and a Master of Business Administration from Universiti Kebangsaan Malaysia ("UKM") in 1987.

He began his career as a lecturer in 1978 at UKM, teaching various subjects including food quality and safety systems, food microbiology, food analysis, new product development, food legislation and operations management, biotechnology management and entrepreneurship in science and technology, at both undergraduate and graduate levels. Since 1983, he has conducted workshops for numerous food companies and government agencies on food technology and industry-related topics. His industry experience includes holding positions in food companies. He served as Managing Director of UKM Holdings Sdn. Bhd. from 2006 to 2014.

Dr. Nik has been a member of various committees, including the National HACCP and Audit Committee, Technical Advisory Committee on Malaysian Food Regulations, 1985, Technical Committee of the National Food Safety Council, Malaysia, Member of National Food Safety and Nutrition Council, Malaysia, National Codex Alimentarius Committee, Malaysian Standards (MS) on Coffee, Beverages, Flour, Starches and Food Safety, and Industrial Standard of Food and Food Products. Currently, he chairs the drafting of the revised MS on coffee and coffee products.

Dr. Nik was the President of the Malaysian Institute of Food Technology for 18 years until 2014 and was also the former President of the Federation of Institute Food Science and Technology, Association of South East Asian Nations (FIFSTA). He is a Fellow of the International Academy of Food Science and Technology and a member of the IUFoST Codex Committee.

He is a member of the Board of Governors of Kolej Yayasan UEM and the Board of Trustees of the Renong Group Scholarship Trust Fund.

Dr. Nik does not have any family relationship with any Director and/or major shareholder of the Company. He does not hold any directorship in other public companies or listed issuers. He attended all eight (8) Board Meetings held during the financial year ended 31 December 2025.

## Board of Directors' Profiles

# EUGENE HON KAH WENG

*Independent Non-Executive Director*

**Date of Appointment:**

22 November 2018

**Board Meeting: 8/8**



67



Eugene Hon Kah Weng ("Mr. Eugene") was appointed to the Board on 22 November 2018. He is the Chairman of the Audit Committee and a member of the Nominating Committee and Remuneration Committee of the Company.

Mr. Eugene started his training in accountancy in 1979 with a reputable accounting firm and qualified as a Certified Public Accountant in 1985 with the Malaysian Association of Certified Public Accountants (now renamed as the Malaysian Institute of Certified Public Accountants). He was also admitted into the Malaysian Institute of Accountants as a Chartered Accountant.

Mr. Eugene left the accountancy profession in 1991 and assumed a senior position with a large financial services group covering businesses of merchant banking, finance, insurance, leasing, money broking and consumer financing. In 2011, he joined the Central Bank as Finance Director. While with these organisations, he gained extensive experience in management, finance, risk management and corporate governance. At the Central Bank, Mr. Eugene acquired invaluable leadership skills and gained extensive experience in corporate governance and risk management relating to central banking operations.

Over the years, Mr. Eugene held key management positions, was a key member of various group committees and also served as a nominee director on the boards of various group companies of the financial services group. At the Central Bank, Mr. Eugene was a key member of the financial risk management committee and crisis management committee and served on the board of trustees for the trust funds of the Bank.

Mr. Eugene sits on the board of Affin Hwang Investment Bank Berhad as an Independent Non-Executive Director since 1 March 2021.

Mr. Eugene does not have any family relationship with any Director and/or major shareholder of the Company. He attended all eight (8) Board Meetings held during the financial year ended 31 December 2025.

## Board of Directors' Profiles

# NOOR ALINA BINTI MOHAMAD FAIZ

*Independent Non-Executive Director*

**Date of Appointment:**

1 October 2024

**Board Meeting: 8/8**

51



Noor Alina binti Mohamad Faiz ("Pn. Noor Alina") was appointed to the Board on 1 October 2024. She is the Chairperson of the Nominating Committee and a member of the Audit Committee and Remuneration Committee of the Company.

Pn. Noor Alina is a lawyer by profession and read law at the University of Leicester, United Kingdom. She is a member of the Middle Temple and was called to the Bar of England and Wales in 1998. Upon being called to the Malaysian Bar in 1999, she began her legal career with Messrs Lee, Perara & Tan, specialising mainly in Corporate Law. She left the firm in 2009 and worked as in-house counsel between 2010 and 2015, where she was the Legal & Secretarial Group General Manager for a public listed company and subsequently as Head of Department of the legal and secretarial department of a large non-public listed company. In 2016, she provided legal and secretarial consultancy services for various companies before resuming practice in 2017 as the sole proprietor of the Chambers of Noor Alina Faiz. In 2021, she returned to Messrs Lee, Perara & Tan as a Partner.

Pn. Noor Alina currently serves as an Independent Non-Executive Director of Unisem (M) Berhad, a public listed company. She also holds a directorship in an unlisted public company, where she serves as an Independent Non-Executive Director.

Pn. Noor Alina does not have any family relationship with any Director and/or major shareholder of the Company. She attended all eight (8) Board Meetings held during the financial year ended 31 December 2025.

## Board of Directors' Profiles

# GAN MENG HOI, DEREK

*Non-Independent Non-Executive Director*

**Date of Appointment:**

1 October 2024

**Board Meeting: 8/8**



35



Gan Meng Hoi ("Mr. Derek Gan") was appointed to the Board on 1 October 2024.

He holds a Bachelor of Science (Hons.) in Accounting and Finance from Sunway University in affiliation with Lancaster University and is a Fellow Member of the Association of Chartered Certified Accountants (ACCA).

Mr. Derek Gan began his career with Ernst & Young PLT, where he developed a strong foundation in audit, financial reporting, and risk assessment across multiple industries. He was involved in advancing the use of data analytics in audit processes, strengthening insights in revenue and receivables analysis.

He subsequently assumed a leadership role in MH Delight Sdn. Bhd., where he oversaw multi-functional operations across production, logistics, and marketing. During his tenure, he drove operational improvements and led key regulatory transitions, strengthening organisational efficiency and compliance frameworks.

In 2019, he joined Kawan Food Manufacturing Sdn. Bhd. and played a pivotal role in leading the implementation of an enterprise-wide Oracle ERP system, enhancing visibility, controls, and scalability across the Group. He later advanced into a business process improvement role, leveraging analytics to optimise commercial and operational performance.

In 2023, he was appointed as National Sales Head, where he leads the Domestic Sales division. He is responsible for shaping and executing commercial strategy, strengthening route-to-market effectiveness, and improving salesforce productivity across a nationwide team. His leadership has been centred on capability building, performance accountability, and the integration of digital tools to drive sustainable growth.

At Board level, Mr. Derek Gan contributes perspectives in financial discipline, operational resilience, and commercial strategy. He is actively engaged in supporting management on performance improvement initiatives while maintaining oversight on risk and execution.

Mr. Derek Gan is the son of Mr. Gan Thiam Hock, the substantial shareholder of the Company. He does not hold any directorships in other public companies or listed issuers. He attended all eight (8) Board Meetings held during the financial year ended 31 December 2025.

## Board of Directors' Profiles

# GAN KA HUI

*Non-Independent Non-Executive Director*

**Date of Appointment:**

1 October 2024

**Board Meeting: 8/8**



41



Gan Ka Hui ("Ms. K.H. Gan") was appointed to the Board on 1 October 2024.

Ms. K.H. Gan graduated with a Bachelor of Science (Hons) in Food Science from the University of Nottingham, United Kingdom, in 2007. She also attended Executive Course of CSO Programme at National University of Singapore (NUS) Business School in 2023.

Ms. K.H. Gan began her career as a Quality Assurance and Quality Control Executive at Safe Food Corporation (M) Sdn. Bhd., where she played a crucial role in maintaining high product standards and achieving key certifications. Her early experiences laid the foundation for her subsequent roles in marketing and business development at Kawan Food Manufacturing Sdn. Bhd., where she helped grow sales pipelines and led multiregional marketing strategies.

Since 2018, Ms. K.H. Gan has served as the Managing Director of Food Valley Sdn. Bhd.. Under her leadership, the company underwent a successful business transformation and achieved remarkable growth. She led the company to ISO 22000:2018 certification within nine months and established a Health & Safety Team to promote best practices. By enhancing production processes, she significantly reduced customer complaints and increased production capacity.

Her strategic vision has driven digitalisation initiatives, including cloud-based IT infrastructure and ERP implementation, which have greatly improved operational efficiency.

Ms. K.H. Gan is the daughter of Mr. Gan Thiam Chai, the Acting Group Managing Director of Kawan Food Berhad and Madam Kwan Sok Kay, the substantial shareholder of the Company. Ms. K.H. Gan is the sister of Ms. Gan Ka Bien, an Executive Director and Ms. Gan Ka Ooi, a Non-Independent Non-Executive Director of the Company.

Ms. K.H. Gan does not hold any directorship in other public companies nor listed issuers. She attended all eight (8) Board Meetings held during the financial year ended 31 December 2025.

## Board of Directors' Profiles

# GAN KA OOI, AMY

*Non-Independent Non-Executive Director*

**Date of Appointment:**

16 October 2024

**Board Meeting: 7/8**



39



Gan Ka Ooi ("Ms. Amy Gan") was appointed to the Board on 16 October 2024.

Ms. Amy Gan graduated with a Bachelor of Science - Food Science & Technology (Hons) from the University of New South Wales in 2008. Subsequently, she obtained Master of Nutrition & Dietetics from the University of Sydney in 2010. She attended Chief Strategy Officer Programme at National University of Singapore Business School in 2023. She is an Accredited Practising Dietitian by Dietitian Australia.

Ms. Amy Gan began her career in 2011 as a Research Technologist at George Weston Foods Ltd., where she coordinated cereal applications development and contributed to the industry's wheat quality analysis database. In the same year, she worked part-time as a Private Practice Dietitian in Sydney, helping patients manage chronic diseases like diabetes and obesity through nutrition assessment and consultations. She also conducted menu assessments and redevelopment for aged care facilities and organised community health talks to promote healthy eating.

In 2012, Ms. Amy Gan joined KFM as Research & Development Manager, leading new product development projects, including the first of its kind healthier choice Low GI Indian Flat Breads, and improving production processes for food safety compliance. In 2017, Ms. Amy Gan took on the role of Analytical Laboratory Manager; where she designed and commissioned an ISO/IEC 17025 accredited analytical laboratory to meet Kawan Food's internal analytical needs.

Since 2020, Ms. Amy Gan served as the Operations & Compliance Manager at Food Valley Sdn. Bhd., enhancing operational efficiency and achieving ISO 22000 certification. She was appointed as Director at Food Valley Sdn. Bhd. in year 2023.

Currently, Ms. Amy Gan is the Head of Research & Development at Kawan Food. She focuses on driving product innovation and food safety.

Ms. Amy Gan is the daughter of Mr. Gan Thiam Chai, the Acting Group Managing Director of Kawan Food Berhad and Madam Kwan Sok Kay, the substantial shareholder of the Company. Ms. Amy Gan is the sister of Ms. Gan Ka Bien, an Executive Director and Ms. Gan Ka Hui, a Non-Independent Non-Executive Director of the Company. She is the spouse of Mr. Andy Yeap Chee Keong, the Chief Operating Officer of the Company.

Ms. Amy Gan does not hold any directorship in other public companies nor listed issuers. She attended seven (7) out of eight (8) Board Meetings held during the financial year ended 31 December 2025.

## Board of Directors' Profiles

# NEEL NARESH NAGRECHA

*Non-Independent Non-Executive Director*

**Date of Appointment:**

24 February 2025

**Board Meeting: 7/7**



45



Neel Naresh Nagrecha ("Mr. Neel") was appointed to the Board on 24 February 2025.

Mr. Neel is a dynamic leader in the global beverage industry. He oversees business operations and strategic direction at Rubicon Food Products Limited ("Rubicon"), ensuring its continued success and expansion into international markets. Since assuming leadership of Rubicon's Rest of World division in 2018, Mr. Neel has demonstrated innovative and visionary thinking. Under his guidance, Rubicon has experienced significant growth, particularly in the Gulf Cooperation Council and Canadian markets. His creative strategies have enabled the development of a five-year brand strategy focused on entering and expanding into the United States, Africa, and Asia.

Mr. Neel's expertise goes beyond traditional business management, including ingenuity, strategic planning, and business development. His leadership has driven Rubicon's revenue growth by 300% over the past three years. Additionally, Mr. Neel provides corporate advisory services to Shana Foods Limited's management team, focusing on strategy, new product development, and business growth.

Mr. Neel and Mrs. Anjalee Nagrecha Kataria, the sister of Mr. Neel are the beneficiaries of Narvee Foundation. The Foundation itself is also the major shareholder of the Company. He does not hold any directorship in other public companies or listed issuers. He attended all seven (7) Board Meetings held during the financial year ended 31 December 2025 since his appointment on 24 February 2025.

**Notes to the Board of Directors's Profile**

None of the Directors have:

1. any conflict of interest or potential conflict of interest, including interest in any competing business with Kawan Food Berhad or its subsidiaries (other than the related party transactions which have been disclosed in the Circular to Shareholders dated 30 April 2026);
2. any conviction for offences within the past five (5) years other than traffic offences, if any; and
3. any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

## Key Management Profiles

### YEAP CHEE KEONG, ANDY

Chief Operating Officer

**Appointment to current position:**  
July 2022



#### Qualification

- Master of Business Administration (Executive) in Australian Graduate School of Management, University of New South Wales
- First Class Honours degree in Bachelor of Electrical Engineering, University of New South Wales

#### Working Experience:

- Over 15 years of experience in procurement, management, design, implementation and commissioning of factories, cold storage, machineries, control systems and electrical systems in food, power and water industries.
- Responsible for driving Kawan Food factory modernisation through Industry 4.0 transformations and Manufacturing Excellence. Won Platinum award in Malaysia Smart Manufacturing Award 2025 which endorsed by Ministry of Investment, Trade and Industry.
- Chair Kawan Food Sustainability Steering Committee to drive sustainability initiatives. Won Silver award for Most Improved ESG Performance over Three Years at The Edge Malaysia ESG Awards 2024.
- Experience in leading the design, procurement and construction of a state of art frozen food manufacturing and storage facility with highly automated production lines, efficient refrigeration systems, Automated Storage and Retrieval System (ASRS), rainwater harvesting system and solar photovoltaic systems.
- Joined the Group in April 2013 as Production Manager and was promoted to Senior Factory Manager in March 2014. Subsequently, he was promoted to Chief Operating Officer in July 2022.

#### Other Positions:

- Committee Member of The Federation of Malaysian Manufacturers (FMM) KL Selangor Branch
- Chairman of The Federation of Malaysian Manufacturers (FMM) Klang Regional Committee
- Deputy Secretary General of The Malaysian Consortium of Mid-Tier Companies (MCMTC)

*He is the spouse of Ms. Amy Gan Ka Ooi, the Non-Independent Non-Executive Director of the Company, and the son-in law of Mr Gan Thiam Chai, the Chairman Emeritus and Acting Group Managing Director of the Company, and Mdm. Kwan Sok Kay, the substantial shareholder of the Company. He is also the brother-in-law of Ms Gan Ka Bien, the Executive Director of the Company and Ms Gan Ka Hui, the Non-Independent Non-Executive Director of the Company.*

### TS. DR. KUAN YAU HOONG

Senior Factory Manager

**Appointment to current position:**  
November 2025



#### Qualification

- Doctor of Philosophy in Food Technology (Food Biopolymers), Universiti Sains Malaysia
- Master of Science in Food Technology (Food Biopolymers), Universiti Sains Malaysia
- Bachelor of Science (Hons) in Food Science and Nutrition, Universiti Malaysia Sabah
- Professional Technologist, Malaysia Board of Technologists
- Trend Scout, SIRIM Malaysia
- Professional Member, Research Chef Association, USA
- Professional Member, Malaysian Institute of Food Technology
- Professional Member, Malaysian Association for the Study of Obesity

#### Working Experience:

- Joined Kawan Food Manufacturing Sdn. Bhd. in May 2022 as a Factory Manager and was promoted to Senior Factory Manager in November 2025.
- Possesses over 15 years experiences across the food, oleochemicals, home and personal care industry and academic in large food manufacturing, multi-national corporation and renowned university.
- Began his career with Seberang Flour Mill as Food Technologist, where he optimised flour formulations to enhance the flour-based product performance while reducing costs. He has also developed a wide range of flour formulations for applications including bread, flat breads, noodles, steamed bread, biscuits, cream crackers and more for renowned brands.
- Served as a lecturer cum Strategic Research Initiative of Taylors University, where he nurtured and shaped the next generation of food science and food technology graduates for careers in the food industry. He has also led research in the area of food biopolymers and colloids chemistry. In the area of food product development, he has championed twice in US food development competition. He spearheaded and executed multiple projects within his areas of expertise – including obesity-related research – with total grant funding exceeding RM 1 million. His work has contributed significantly to academia through high-impact research publications.
- Prior to joining Kawan in 2022, he was Principal Researcher for Home and Personal Care at KLK Oleo, where he oversaw and drove the development of innovative high-value applications involving surfactants, emollients and various of oleochemical products for globally recognised consumer brands.

*He does not have any family relationship with any Director and/or major shareholder of the Company.*

## Key Management Profiles

### ESTHER LEE FUI MENG

Group Financial Controller

**Appointment to current position:**  
August 2022



#### Qualification

- Chartered Accountant-Member of Malaysian Institute of Accountants

#### Working Experience:

- More than 20 years of working experience in the areas of external auditing, finance operations, tax compliance and planning, investment banking and corporate reporting. Prior to joining the Group, she worked with Ernst and Young, and in several public-listed companies including investment banking, manufacturing, food and beverages and others.

*She does not have any family relationship with any Director and/or major shareholder of the Company.*

### KHOO BOO SENG, RAYMOND

Head of Export

**Appointment to current position:**  
March 2017



#### Qualification

- SPM

#### Working Experience:

- More than 20 years experiences in the areas of domestic and export sales of FMCG products, having worked in various companies that specialise in distributorship.
- He joined in May 2010 as Business Manager and was promoted to Head of Export in 2017.

*He does not have any family relationship with any Director and/or major shareholder of the Company.*

#### Notes to the Key Management Profiles

None of the Key Managements have:

- held any directorship in public companies or listed issuers;
- any conflict of interest or potential conflict of interest, including interest in any competing business with Kawan Food Berhad or its subsidiaries (other than the related party transactions which have been disclosed in the Circular to Shareholders dated 30 April 2026);
- any conviction for offences within the past five (5) years other than traffic offences, if any; and
- any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

## Corporate Governance Overview Statement

The Board of Directors (“the Board”) of Kawan Food Berhad (“Kawan” or “the Company”) advocates the principles of good corporate governance. Throughout the financial year ended 31 December 2025 (“FY2025”), the Board and the Company continue to enhance its corporate governance processes to ensure that the Company and its subsidiaries (“the Group”) are aligned with best practices.

The Corporate Governance Overview Statement (“CG Overview Statement”) explains how the Company has applied the following three (3) key principles set out in the Malaysian Code on Corporate Governance (“MCCG”) during the FY2025:

### Principle A

**Board Leadership and Effectiveness**

### Principle B

**Effective Audit and Risk Management**

### Principle C

**Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders**

This statement is prepared in compliance with Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and to be read together with the CG Report for detailed disclosures of the Company’s application of the principles in the MCCG, which is available on the Company’s website at [www.kawanfood.com](http://www.kawanfood.com).

#### Principle A

#### Board Leadership and Effectiveness

#### Board Responsibilities

The Board is collectively responsible for setting strategic directions of the Group and oversees the business affairs of the Group to ensure long-term success. The Board’s roles and responsibilities, authorities and schedule of matters reserved for the Board are detailed in the Board Charter which is available for reference on the Company’s website at [www.kawanfood.com](http://www.kawanfood.com).

To ensure effective discharge of the Board’s responsibilities, the Board has delegated certain authority and functions to its committees, namely, Audit Committee, Nominating Committee and Remuneration Committee (“Board Committees”).

#### Governance Structure

##### THE BOARD

Responsible to promote long term sustainable success and generate value for shareholders and stakeholders

##### BOARD COMMITTEES

Assist the Board in fulfilling its duties and responsibilities. The Board Committees are responsible for overseeing activities within its Terms of Reference (“TOR”)

##### Audit Committee (“AC”)

###### Responsibilities

- Internal audit
- External audit
- Risk management
- Financial reporting
- Audit reports
- Related party transactions
- Internal controls
- Conflict of interest

##### Nominating Committee (“NC”)

###### Responsibilities

- Board size and composition
- Selection and recruitment of Directors
- Board performance evaluation
- Committees’ performance evaluation
- Oversight matters relating to Corporate Governance
- Directors’ training

##### Remuneration Committee (“RC”)

###### Responsibilities

- Remuneration packages
- Directors’ fees and benefits
- Performance measures for incentive plans

##### CHAIRMAN EMERITUS AND ACTING GROUP MANAGING DIRECTOR (“AGMD”)

##### GROUP MANAGEMENT TEAM

## Corporate Governance Overview Statement

## Board Key Focus Areas in FY2025

**Review Group strategies, plans and budget**

**Changes to the composition of the Board and Board Committee**

**New business development and investments**

## Board Activities in FY2025

During the financial year, the Board discharged its responsibilities through regular and special meetings focused on strategic, financial and governance oversight. In carrying out its duties, the Board, amongst others, reviewed/approved/recommended/endorsed:

- the announcements to Bursa Securities in relation to the termination of the proposed joint venture.
- the internal audit plan and related fees for FY2025, following the recommendation of the AC.
- the appointment of Non-Independent Non-Executive Director following the recommendation of the NC based on the assessment conducted in accordance with the Directors' Fit and Proper Policy.
- the redesignation of members of the NC.
- resolutions relating to the re-election of Directors and the Continuation of Senior Independent Non-Executive Directors for shareholders' approval.
- updates and reports from the Chair of the NC and RC.
- updates and reports from the Chair of the AC on its oversight of financial performance, related party transactions, internal controls, risks and management on the work undertaken by each committee.
- reports and updates from the Group Chief Executive Officer and Chief Operating Officer ("COO") on operational and financial performance of the Group and other key matters.
- the quarterly unaudited financial results for announcement to Bursa Securities.
- the dividends proposal after taking into account the Company's financial position and solvency requirements.
- the related party transactions for FY2025.
- report on the Conflict of Interest declared by the Directors and Key Management personnel.
- the Group Risk Management Report for FY2025.
- the Audited Financial Statements of the Company and the Group for FY2024.
- the proposed authority for the Company to purchase its own ordinary shares for shareholders' approval.
- the proposed renewal of shareholders' mandate for recurrent related party transactions of a revenue or trading nature for shareholders' approval.
- the overall content of the annual report.
- the appointment of the AGMD based on the recommendation of the NC.
- updates on the progress of Economic, Environmental, Social and Governance ("EESG") – Revision of Short, Medium and Long-term commitments.
- the changes to the Employee Share Options Scheme ("ESOS") Committee.
- the ESOS offer for FY2025 and approved the related announcement.
- new investment proposals and the annual business plan.
- the revised Anti-Bribery and Anti-Corruption Policy, Related Party Transactions Policy, Retained Earnings Policy, Conflict of Interest Policy and NC's TOR.
- the budget for FY2026.
- updates on corporate governance and regulatory matters.
- matters relating to Shariah governance and the Company's compliance with Shariah disclosure requirements under Bursa Securities.
- Directors' training and continuing education programmes, as well as regulatory updates issued by Bursa Securities.
- the development and review of the Company's governance framework, including the proposed Limits of Authority.
- solvency declarations and share buy-back matters in accordance with the Companies Act 2016 ("CA 2016").

## Corporate Governance Overview Statement

### Principle A

### Board Leadership and Effectiveness

#### Division of Responsibilities

The details of Board's responsibilities are set out in the Board Charter which are available online at [www.kawanfood.com](http://www.kawanfood.com).

#### Non-Independent Non-Executive Chairman ("NINEC")

The roles of the Chairman and AGMD are separate and distinct. There is a clear division of responsibilities between the two roles. The Chairman is responsible for providing leadership and instilling good corporate governance and effectiveness of the Board.

#### Chairman Emeritus and AGMD

The Chairman Emeritus and AGMD is primarily responsible for the day-to-day management of the Group's business within a set of authorities, Group's strategies, policies and business plans approved and delegated by the Board.

Notwithstanding the Chairman Emeritus serving concurrently as AGMD, there remains a clear division between Board oversight and executive management functions, with all executive authority exercised within limits approved by the Board.

#### Executive Director ("ED")

The ED is responsible for day-to-day management of the business operations.

#### Senior Independent Non-Executive Director ("SINED")

The SINED acts as a sounding board for the Chairman and to serve as an intermediary for other Directors when necessary. He is also the point of contact for major shareholders and other stakeholders as well as a liaison for whistleblowing.

#### Independent Non-Executive Directors ("INEDs")

The INEDs are responsible for providing insights, unbiased and independent views, advice and judgement to the Board and to ensure effective checks and balances on the Board. The INEDs are essential for protecting the interest of shareholders, in particular minority shareholders, and can make significant contributions to the Company's decision making by bringing in the quality of detached impartiality.

#### Non-Independent Non-Executive Directors ("NINEDs")

The NINEDs utilise their skills, expertise and experience to contribute to the development of the Group as a whole.

The Board members have unrestricted access to the information pertaining to the Company to discharge their duties and responsibilities. The Board also has access to the advice and services of the Company Secretaries and may obtain independent professional advice at the Company's expense as and when necessary.

#### Board Charter

The Board has adopted a Board Charter that serves as a structured guide on matters relating to the Board. The Board Charter is designed to provide guidance and clarity to Directors and Management with regards to the roles of the Boards and its Board Committees, the role of the Chairman and Independent Directors, Group Chief Executive Officer ("GCEO"), the requirements of Directors in carrying out their roles and in discharging their duties towards the Company as well as the Board's operating practices. It also serves as a reference point for Board activities.

The Board will review and update the Board Charter from time to time to reflect the changes to the Company's policies and procedures to ensure the Board Charter remains consistent with the Board's objectives, current laws and practices. The Board Charter is available on the Company's website at [www.kawanfood.com](http://www.kawanfood.com).

#### Code of Conduct and Ethics

The Company has put in place a Code of Conduct and Ethics ("CoCE") to ensure transparent and ethical conduct that permeates throughout the Group. The CoCE is available on the Company's website at [www.kawanfood.com](http://www.kawanfood.com).

#### Whistleblowing Policy

The Company has put in place a Whistleblowing Policy to provides avenues for employees and external party to raise legitimate concerns relating to potential breaches of business conduct, non-compliance with legal and regulatory requirements as well as other malpractices. The Whistleblowing Policy is available on the Company's website at [www.kawanfood.com](http://www.kawanfood.com).

## Corporate Governance Overview Statement

### Anti-Bribery and Anti-Corruption Policy (“ABAC Policy”)

With the implementation of Section 17A Malaysia Anti-Corruption Commission Act, the ABAC Policy was established and updated to manage risk in relation to fraud, bribery and corruption practices. The ABAC Policy is available on the Company’s website at [www.kawanfood.com](http://www.kawanfood.com).

### Directors’ Fit and Proper Policy

The Company has adopted a Directors’ Fit and Proper Policy to ensure a formal and transparent process for the appointment and re-election of Directors and the appointment of Key Senior Management of the Company. The execution is delegated to the Nominating Committee, which will be reviewed and approved by the Board. The Board reviews the Fit and Proper Policy periodically, which is available on the Company’s website at [www.kawanfood.com](http://www.kawanfood.com).

### Conflict of Interest Policy (“COI Policy”)

The COI Policy outlines the disclosure obligations of each Director and Key Senior Management with respect to COI, and the procedures to be followed when a COI arises or potentially arises to ensure systematic identification, disclosure, and management of COI in an effective and timely manner.

Any Director who identifies a COI, potential conflict, material personal interest, or relationship that could reasonably influence their decision-making must immediately disclose it to the Board and abstain from discussions or voting on the relevant matter.

The objective of this policy aims to ensure that COI is handled appropriately, promoting transparency, foster a culture of honesty and accountability, and good governance within the Group. Disclosure should occur as soon as practicable after the relevant facts have come to the knowledge of the individual and should be reported on a half yearly basis, including at all Board and the AC meetings.

The COI Policy is available on the Company’s website at [www.kawanfood.com](http://www.kawanfood.com).

### Board Composition

As at 31 December 2025, the Board has ten (10) Directors comprising one (1) NINEC, one (1) AGMD, one (1) ED, one (1) SINED, two (2) INEDs and four (4) NINEDs. Of the ten (10) Directors, four (4) are women.

The NC reviewed the Board and Board Committees composition in FY2025 on an annual basis. The composition of the Board comprises an appropriate balance of representation from relevant key areas that supports the sustainability efforts in the business taking into consideration the complexity and nature of the Group’s businesses.

The Board composition complied with paragraph 15.02 of the MMLR of Bursa Securities, which requires at least two (2) Directors or one-third (1/3) of the Board, whichever is the higher, are independent Directors and one (1) Director is a woman.

### Changes to the Composition of the Board and Board Committees

During the financial year under review, there were several changes to the Board and Board Committees composition as follows:

- Neel Naresh Nagrecha was appointed as a NINED on 24 February 2025.
- Eugene Hon Kah Weng was re-designated from Chairman of the NC to a member of the NC on 24 February 2025.
- Noor Alina binti Mohamad Faiz was re-designated from a member of the NC to Chairperson of the NC on 24 February 2025.
- Gan Thiam Chai was appointed as the AGMD on 9 April 2025.
- Adam Pandian stepped down as Group Chief Executive Officer on 9 April 2025.
- Abdul Razak bin Shakor retired from his position as a NINED at the Company’s 21st AGM held on 23 June 2025.

## Corporate Governance Overview Statement

### Principle A

### Board Leadership and Effectiveness

#### Board Independence

The Board recognises that independence and objective judgement are crucial and imperative in decision-making process. The INEDs play a significant role in providing an unbiased and independent view, advice and judgement taking into account the interest of relevant stakeholders including minority shareholders of the Group.

Pursuant to Practice 5.3 of the MCCG, the tenure of an Independent Director does not exceed a cumulative term of nine (9) years. Upon completion of nine (9) years, an Independent Director may continue to serve on the Board as a Non-Independent Director.

However, the retention of Independent Directors after serving a cumulative term of nine (9) years shall be subjected to annual assessment by the NC, taking into consideration the Directors' independence and contributions; and subject further to the annual shareholders' approval in a general meeting. The Board will provide valid justification on the recommendation in the explanatory notes to the resolution in the notice of a general meeting. Notwithstanding the above, the tenure of Independent Director should not exceed a cumulative term of twelve (12) years, in compliance with the MMLR of Bursa Securities.

Dr Nik Ismail bin Nik Daud, the SINED has served on the Board for a cumulative term of more than nine (9) years. The Board, after considering the recommendation of the NC and without the participation of Dr Nik Ismail bin Nik Daud, resolved to retain him as Independent Director as he brings a wealth of knowledge and experience to the Company. In addition, he provides effective checks and balances in Board proceedings and continues to exercise his independence and objective judgment in Board deliberations and Board Committee meetings.

As to-date, the tenure of other Independent Directors is less than nine (9) years of service. The Board is of the view that the independence of the Independent Directors should not be determined solely or arbitrarily by their tenure of service. The Board believes that continued contribution will provide stability and benefits to the Board and the Company as a whole, especially their invaluable knowledge of the Group and its operations gained through the years. The calibre, qualification, experience and personal qualities, particularly of the Director's integrity and objectivity in discharging his

responsibilities in the best interest of the Company should be the predominant factors to determine the ability of a Director to serve effectively as an Independent Director.

The Board is also confident that the Independent Directors themselves, after having provided all the relevant confirmations on their independence, will be able to determine if they can continue to bring independent and objective judgement during Board deliberations and decision making.

#### Diversity

The Board acknowledges the importance of having diversity of Board, Management and employees in terms of skills, expertise, gender, age and ethnicity. The Company has put in place a Diversity Policy as the Company's commitment to diversity at all levels.

During the financial year under review, there were changes to the composition of the Company's Board. Following these changes, the Board comprised ten (10) Directors as at 31 December 2025, of whom four (4) were female Directors, representing 40% women representation on the Board.

The Board has achieved the country's aspirational target of 30% representation of women directors in line with Practice 5.9 of MCCG 2021 and will remain committed to considering a diverse range of candidates, including female representation, in all future recruitment and selection processes.

The Diversity Policy is available on the Company's website at [www.kawanfood.com](http://www.kawanfood.com).

#### Board Evaluation

The Board through its NC also undertakes an annual review of performance and effectiveness of the Board and Board Committees as well as the contribution of each individual Directors to the Board and Board Committees.

The Board Evaluation Report indicated that the Board, Board Committees and individual Directors continue to be highly effective in providing oversight of the Company and its governance.

Following the FY2025 Board evaluation, the Board is satisfied with the independence of the SINED and INEDs in discharging their duties and responsibilities effectively.

## Corporate Governance Overview Statement

**Time Commitment**

The Board meets once quarterly with additional meetings being convened whenever necessary, to discharge their responsibilities effectively. The Senior Management are also invited to meetings for presentation, if required.

The attendance of the Directors at Board and its Committee meetings for FY2025 are as follows:

Member(s)	Board	AC	NC	RC
<b>Lim Hun Soon @ David Lim</b> <i>Non-Independent Non-Executive Chairman</i>	8/8			
<b>Gan Thiam Chai</b> <i>Chairman Emeritus and AGMD<sup>(a)</sup></i>	5/6			
<b>Gan Ka Bien</b> <i>Executive Director</i>	8/8			
<b>Dr. Nik Ismail bin Nik Daud</b> <i>Senior Independent Non-Executive Director</i>	8/8	8/8	6/6	1/1
<b>Eugene Hon Kah Weng</b> <i>Independent Non-Executive Director<sup>(b)</sup></i>	8/8	8/8	6/6	1/1
<b>Noor Alina binti Mohamad Faiz</b> <i>Independent Non-Executive Director<sup>(c)</sup></i>	8/8	8/8	6/6	1/1
<b>Gan Meng Hoi</b> <i>Non-Independent Non-Executive Director</i>	8/8			
<b>Gan Ka Hui</b> <i>Non-Independent Non-Executive Director</i>	8/8			
<b>Gan Ka Ooi</b> <i>Non-Independent Non-Executive Director</i>	7/8			
<b>Neel Naresh Nagrecha</b> <i>Non-Independent Non-Executive Director<sup>(d)</sup></i>	7/7			
<b>Abdul Razak bin Shakor</b> <i>Non-Independent Non-Executive Director<sup>(e)</sup></i>	4/4			

Remarks:

(a) Appointed as AGMD on 9 April 2025.

(b) Re-designated from NC Chairman to NC Member on 24 February 2025.

(c) Re-designated from NC member to NC Chairperson on 24 February 2025.

(d) Appointed on 24 February 2025.

(e) Retired at the AGM held on 23 June 2025.

**Board Training and Development**

The Board acknowledges the importance of continuous education and training programmes for Directors to discharge its responsibilities effectively and to be apprised of the changes to regulatory requirements and the impact such regulatory requirements will have on the Group. The Company Secretaries circulate and brief the relevant guidelines on statutory and regulatory requirements from time to time and for the Board's reference.

All Directors have attended the Mandatory Accreditation Programme ("MAP") as required by the MMLR of Bursa Securities. Additionally, most of the Directors have completed MAP Part II on sustainability, except for the newly appointed Director, who will complete within eighteen (18) months from his date of appointment.

## Corporate Governance Overview Statement

### Principle A Board Leadership and Effectiveness

The Directors of the Company had attended the following training programmes, workshops, briefing and seminars during FY2025:

#### Directors Training Records FY2025

Director's Name	Training Title	Training Date
<b>Lim Hun Soon @ David Lim</b>	Dawn Raid and Merger Controls	20/01/2025
	Dawn Raid Deck Training	20/01/2025
	Anti-Bribery and Anti-Corruption Training	08/05/2025
	Introduction on Cyber Security	25/06/2025
	ESG Board Training- Climate Change Risks & Its Impacts on Press Metal	28/07/2025
	GenAI: What Boards Need to Know (Asia Pacific)	07/05/2025
	Enhancing Board Performance – Key Considerations	04/06/2025
	Cyber Security Awareness & Technology	27/08/2025
<b>Gan Thiam Chai</b>	Virtual Talk on "Beyond Compliance"	10/09/2025
	Corporate Readiness 2026: From Tax Compliance to Competitive Advantage Conference conducted by Shearn Delamore and Board Room	4/12/2025
<b>Gan Ka Bien</b>	BRC - Certificate Global Standard for Food Safety Issue 9: Sites Training	20/05/2025
	Franklin Covey - Kawan Food : The 7 Habits 5.0 Program	12 - 13/07/2025
	The Food Regulation- Universiti Sains Malaysia KL	5 - 6/08/2025
	Understanding Food Additives : Compliance & Labelling	11/08/2025
	Finance for Non finance Managers	27/08/2025
<b>Dr. Nik Ismail bin Nik Daud</b>	FMM Sustainability Conference 2025	11 - 12/11/2025
	Webinar: The recipe for Health: How Food Processing and Formulation Shaped Nutritional Value	20/03/2025
	Webinar: From Lunchbox to Lab 1: The Science Behind Processed Foods	16/10/2025
	PNB Knowledge Forum: Transformation	21/10/2025
	Webinar: From Lunchbox to Lab 2: The Science Behind Processed Foods	30/10/2025
<b>Eugene Hon Kah Weng</b>	Financial Scandals, Deceit, Lies & Greed	27/11/2025
	Webinar: New Disclosure Requirements for Shariah Screening	17/12/2025
	Masterclass by Ismail Ertürk: Balancing Shareholder Value, Financialisation, and Sustainable Finance	24/01/2025
	Refresher course on COI and related governance practices	12/02/2025
	Breakfast talk on E-invoicing and service tax on Independent Directors	15/04/2025
	Tokenising Financial Assets	19/04/2025
	The Influence of Board Culture on Corporate Performance	05/06/2025
	Sasana Symposium 2025	17/06/2025
	Future of Directors in the Digital Era	07/08/2025
	Climate First ... or Last	08/09/2025
Cybersecurity, AML/CFT/CPF, COI/CPT briefing	06/10/2025	

## Corporate Governance Overview Statement

Director's Name	Training Title	Training Date
<b>Noor Alina binti Mohamad Faiz</b>	Trump's Tariffs and the Global Economy - What's Next and What Can Be Done	08/05/2025
	Harmony or Power Play - Decoding Board-Management Relationships	15/07/2025
	Economic Indicators and Monetary Policy - A Guide for Business Leaders	06/10/2025
	Webinar on New Disclosure Requirements for Shariah Screening	10/12/2025
	Trust on Trial: Fiduciary Duties in the Modern Boardroom	17/12/2025
	Franklin Covey - Kawan Food : The 7 Habits 5.0 Program	12 - 13/07/2025
<b>Gan Meng Hoi, Derek</b>	Finance for Non finance Managers	27/08/2025
	MAPII: Leading for Impact	9-10/07/2025
	Halal Awareness Workshop	14/05/2025
	CYBERSECURITY AWRENESS TRAINING	29/07/2025
	Anti-Bribery & Anti Corruption and Whistleblowing	12/11/2025
	Bursa Malaysia's Strategic Oversight in Strategy Implementation: Getting Execution Right at the Board Level	28/07/2025
<b>Gan Ka Hui</b>	MAP II: Leading For Impact (LIP)	9 - 10/07/2025
	Food Labelling Requirements	5 - 6/08/2025
	Understanding Food Additives: Compliance & Labelling	11/08/2025
	Halal Competency Training	25/02/2025
	Bursa - New Disclosure Requirement for Shariah Screening	10/12/2025
<b>Gan Ka Ooi, Amy</b>	Global Standard for Food Safety Issue 9: Sites Training	19 - 20/05/2025
	Franklin Covey - Kawan Food : The 7 Habits 5.0 Program	12 - 13/06/2025
	MAPII: Leading for Impact	9 - 10/07/2025
	Understanding Food Additives: Compliance & Labelling	11/08/2025
	Finance for Non-Finance Manager	27/08/2025
<b>Neel Naresh Nagrecha</b>	New Disclosure Requirements for Shariah Screening	10/12/2025
	Mandatory Accreditation Programme (MAP Part I)	9 - 10/06/2025

## Corporate Governance Overview Statement

### Principle A

### Board Leadership and Effectiveness

 <p><b>NC</b></p>	<p><b>Noor Alina binti Mohamad Faiz<sup>(a)</sup></b></p> <hr/> <p>Members</p> <p>Independent Non-Executive Director</p> <p><b>Chairperson</b></p>	<p><b>Eugene Hon Kah Weng<sup>(b)</sup></b></p> <hr/> <p>Independent Non-Executive Director</p> <p><b>Member</b></p>	<p><b>Dr. Nik Ismail bin Nik Daud</b></p> <hr/> <p>Senior Independent Non-Executive Director</p> <p><b>Member</b></p>
--	--	--	---

#### Remarks:

(a) Re-designated from NC Member to NC Chairperson on 24 February 2025.

(b) Re-designated from NC Chairman to NC Member on 24 February 2025.



#### Roles

- Oversee the Board appointment process including the nomination and selection of Directors and Key Senior Management of Kawan.
- Recommend new Directors' nomination to the Board and Key Senior Management of Kawan.
- Review Board training programmes and making recommendations thereof.
- Assess the performance and effectiveness of individual Directors, Board and Board Committees, which includes assessing the fit and properness of Directors who are due for retirement by rotation at the forthcoming AGM.
- Assess and review the Board composition (i.e. size, experience, diversity etc) and organisation structure of Kawan.
- Oversee the succession planning for the Board and Key Senior Management of Kawan.
- Develop and recommend to the Board any relevant and suitable to the Corporate Governance principles to be implemented to the Group and assist the Board in the oversight matters relating to Corporate Governance.

#### Focus Areas in FY2025

- **Assessment of Board effectiveness**
- **Changes to the composition of the Board and Board Committee**

#### NC Activities in FY2025

During the financial year, the NC discharged its responsibilities through regular and special meetings held during the year. In carrying out its duties, the NC, amongst others, reviewed/ recommended/received:

- the appointment of AGMD and the new Director to the Board for approval.
- the redesignation of members of the NC to the Board for approval.
- the Directors' retirement by rotation at the Twenty-First ("21st") AGM of the Company held on 23 June 2025.
- the continuation of SINED. The Board further recommended the proposal to the shareholders for their approval at the AGM.
- performance and effectiveness of the Board and Board Committees as well as contribution of each individual Directors to the Board and Board Committees in FY2024.
- the term of office and performance of the AC and each of its members.
- the composition of the Board in meeting necessary skills, experience and competency of the Board.
- Directors' training needs to receive suitable orientation and training programmes;
- the performance rating for the Key Senior Management for 2024.
- the revised NC's TOR to the Board for approval.
- the development and review of the Company's Limits of Authority.
- the revised ABAC Policy and Retained Earnings Policy to the Board for approval.



## Corporate Governance Overview Statement

<p><b>RC</b></p> <p>Members</p>	<p><b>Dr. Nik Ismail bin Nik Daud</b></p> <p>Senior Independent Non-Executive Director</p> <p><b>Chairman</b></p>	<p><b>Eugene Hon Kah Weng</b></p> <p>Independent Non-Executive Director</p> <p><b>Member</b></p>	<p><b>Noor Alina binti Mohamad Faiz</b></p> <p>Independent Non-Executive Director</p> <p><b>Member</b></p>
---------------------------------	---	--	--



### Roles

- Assess, review and recommend to the Board the remuneration packages of individual Directors, GCEO/AGMD and Key Senior Management.
- Review and approve performance measures for incentive plans recommended by the Management.
- Assess the performance and recommend to the Board for approval the total remuneration packages of GCEO/AGMD, COO, ED, Non-Executive Directors (“NEDs”) and Key Senior Management.

### Remuneration Packages

The remuneration packages for the ED and Key Senior Management comprises basic salary, benefits in kind, bonus and allowances which reflects their roles and performance for the year. The NED’s remuneration package comprises Directors’ fees, benefits in kind and meeting allowances which reflect individual’s role and responsibilities. The Board remuneration is reviewed by benchmarking against peer companies.

The Chairman of the AC, RC and NC receives higher fees in respect of their service as a chairman of the respective committee. The Directors will receive an additional fee if they are members of the Board Committees. The fees for Directors are determined by the Board with approval from shareholders at AGM.

The interested Directors abstained from deliberation and voting on their own remuneration at the Board meetings.

The remuneration of the Directors and GCEO on a named basis for FY2025 are disclosed in the CG Report which is available on the Company’s website at [www.kawanfood.com](http://www.kawanfood.com).

### RC Activities in FY2025

During the financial year, the RC discharged its responsibilities through regular meeting held during the year. In carrying out its duties, the RC, amongst others, reviewed/recommended/deliberated:

- to the Board’s approval the Directors’ fees and benefits payable to the Directors (including allowances) for recommendation to the shareholders for approval at the AGM.
- on the Balance Scorecard, Key Performance Indicators and Performance Management and Reward System;
- to the Board’s approval the remuneration/benefit payable in 2025 for the following:
  - Executive Directors’ remuneration packages and benefits payable (including allowances).
  - Chairman Emeritus, Finance, Human Resource & Information Technology Director and Business Development Director remuneration packages.
  - COO’s remuneration package.
  - Key Management’s remuneration packages.
- to the Board’s approval the management incentives (supervisor and above) and final bonus for the following:
  - Executive Directors
  - Key Managements
  - Employees

### Focus Areas in FY2025

- **Remuneration Package for Directors**
- **Balance Scorecard, Key Performance Indicators and Performance Management and Reward System**

## Corporate Governance Overview Statement

### Principle B

### Effective Audit and Risk Management

#### AC

The AC of the Company comprises one (1) SINED and two (2) INEDs. Collectively, the AC members are financially literate, possess commercial expertise skills and experience to enable them to discharge their duties and responsibilities pursuant to the AC's TOR.

Based on the recommendation of MCCG, the AC requires a former key audit partner to observe a cooling-off period of at least three (3) years before being appointed as a member of the AC.

The AC assists the Board in fulfilling its statutory and fiduciary responsibilities on financial reporting, compliance with applicable financial reporting standards and other legal requirements, internal audit, external audit functions and risk management of the Group.

On an annual basis, the AC reviews and evaluates the suitability, objectivity and independence of the External Auditors taking into consideration the following:



**Technical competencies**

**Independence and objectivity**

**Audit scope and planning**

**Adequacy of technical support**

**Time commitment**

**Audit and non-Audit fees**



The details on the roles of the AC are set out in AC report of this annual report.

### Sound Risk Management and Internal Control

The Board acknowledges their overall responsibilities in maintaining an effective risk management and internal control system to safeguard stakeholders' investments and the Group's assets. The AC assists the Board in the oversight of proper implementation of risk management and control system.

The Group has established a robust risk management framework as an approach to identify, assess, report and monitor risks facing the Group. Kawan maintains a risk register comprising Group wide risks specific to the business activities was reviewed and updated every quarter.

The Internal Audit function of the Group is carried out jointly by an outsourced professional service firm and an in-house Internal Audit team. Both outsourced and in-house Internal Auditors report directly to the AC. The Internal Audit function is primarily responsible in assessing and improving the effectiveness of the risk management, internal control systems and governance processes within the Group.

The statement on Risk Management and Internal Control set out in this annual report provides a detailed description of the state of risk management and internal controls.

## Corporate Governance Overview Statement

## Principle C

## Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

**Communications with Stakeholders**

The Board recognises the importance of effective communication between the Company, investors, shareholders, stakeholders and public at large to provide timely, accurate, and equal access to material information on the Group's performance and operations.

Kawan engages with its stakeholders by way of announcements via Bursa Securities and press releases. All financial results, notice of dividend and ad-hoc announcements are available on the Bursa Securities' website. Investor relation section which is available on the Company's corporate website at [www.kawanfood.com](http://www.kawanfood.com) contains information on Kawan such as corporate profile, annual reports, Board of Directors, AGM etc for both existing and potential shareholders. The stakeholders can reach out to Kawan should they require further information or assistance.

Kawan also organised meetings with analysts, institutional fund managers, shareholders and potential investors. Our discussion generally involves financial and business performance, outlook and strategic direction of the Group.

**General Meetings**

The 21<sup>st</sup> AGM of the Company was held physically in 2025. The AGM is the principal forum for dialogue with shareholders. AGM provides an opportunity for shareholders to understand the financial and operational performance of the Company and to pose questions to the Chairman, other Directors and Key Management. The Chairman took the chair of the AGM and the COO gave a presentation to the shareholders covering the results of the Company as well as the operation and financial performance for the FY2024. During the Question-and-Answer session of the AGM, shareholders were invited to raise their questions to the Board. The COO responded to the shareholders' queries and concerns.

Notice of AGM sets out the resolutions together with the Company's Annual Report was circulated to shareholders at least twenty-eight (28) days prior to the meeting to provide shareholders with sufficient time for considerations and to make informed decisions. Shareholders who are unable to attend are allowed to appoint proxies to attend, speak and vote on their behalf. The voting at the 21<sup>st</sup> AGM was conducted through electronic poll voting of which the votes cast were validated by an independent scrutineer. The outcome of all resolutions proposed at the AGM is to be announced to Bursa Securities at the end of the meeting day while the minutes of the AGM shall be circulated to the shareholders not later than 30 business days after the meeting.

This Statement was approved by the Board on 24 April 2026.

# Statement on Risk Management and Internal Control

## INTRODUCTION

**The Board of Directors (“the Board”) is pleased to present the Statement on Risk Management and Internal Control of Kawan Food Berhad (“the Company” or “Kawan”) and its subsidiaries (“the Group”), outlining the nature and effectiveness of the Group’s risk management and internal control systems for the financial year ended 31 December 2025.**

This Statement has been prepared in accordance with paragraph 15.26(b) of the Bursa Malaysia Securities Berhad Main Market Listing Requirements (“MMLR”), and the Malaysian Code of Corporate Governance (“MCCG”) and guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers (“SORMIC Guide 2025”).

This Statement on Risk Management and Internal Control covers all subsidiaries of the Group. One (1) associate entity, Kawan2Nature Sdn. Bhd., is excluded from the scope of this Statement as the Group does not have control over its operations. Other than Board’s representation and receiving periodic financial information from the associate entity, the Group is not involved in the associate’s day-to-day operations.

## BOARD’S RESPONSIBILITIES

The Board is responsible for ensuring the adequacy and effectiveness of the Group’s risk management framework and internal control systems to safeguard shareholders’ investments, the Group’s assets, and the interests of other stakeholders on an annual and ongoing basis.

The Board acknowledges its overall responsibility for the long-term success of the Group and the delivery of sustainable value to its stakeholders. In fulfilling these obligations, the Board is committed to maintaining and enhancing the Group’s risk management and internal control systems and continuously monitoring their adequacy and effectiveness in supporting the achievement of the Group’s objectives.

The risk management framework and internal control systems are designed to manage risks within acceptable levels rather than eliminate them entirely. The Board recognises the inherent limitations of these systems and acknowledges that they provide reasonable, but not absolute, assurance against material misstatements, losses, or fraud.

In discharging its responsibilities, the Board focuses on, among others:

- 1 Identifying principal risks and setting the risk appetite within which Management is expected to operate, and ensuring the implementation of appropriate systems to manage significant financial and non-financial risks, as well as maintaining a sound framework for risk management and internal controls;
- 2 Establishing an internal audit function to obtain assurance through regular reviews and / or appraisals of the effectiveness of the Company’s and the Group’s internal control systems, and providing a summary explanation of the means by which such assurance is obtained; and
- 3 Reviewing the adequacy and integrity of the Group’s internal control and management information systems, including systems established to ensure compliance with applicable laws, regulations, rules, directives and guidelines.

The Audit Committee (“AC”) assists the Board in fulfilling its fiduciary responsibilities by providing independent oversight over the Group’s risk management, internal control, and assurance processes.

## Statement on Risk Management and Internal Control

In relation to risk management and internal control, the AC's key responsibilities include, among others:

- 1 Reviewing the Group's risk profile and risk management plans, including key risks identified and corresponding mitigation measures;
- 2 Assessing the adequacy and effectiveness of the Group's risk management and internal control systems, including the control environment and compliance with applicable laws and regulations;
- 3 Overseeing the Group's internal control structure to support operational effectiveness, reliable financial reporting, and the safeguarding of the Group's assets; and
- 4 Conducting an annual review, supported by periodic assessments, of the adequacy and effectiveness of the Group's risk management and internal control framework, and reporting the outcome of such reviews to the Board.

The AC also oversees the internal and external audit functions and, in this regard:

- 1 Approves the risk-based internal audit plan and reviews the results of internal audit engagements;
- 2 Evaluates the adequacy, independence, scope, and performance of the internal audit function, whether in-house or outsourced;
- 3 Reviews significant audit findings, management's responses, and the status of corrective actions; and
- 4 Maintains open lines of communication with Management, the internal auditors, and the external auditors to facilitate effective oversight.

As part of its governance responsibilities, the AC reviews the Company's Annual Report, including the Statement on Risk Management and Internal Control, prior to recommending it to the Board for approval.

The AC meets on a quarterly basis and has authority to investigate any matter within its Terms of Reference, with full and unrestricted access to information, management, and internal and external auditors to discharge its responsibilities effectively. During the financial year ended 31 December 2025, the AC convened a total of eight (8) meetings, comprising scheduled quarterly meetings as well as additional meetings held, as necessary, to deliberate on specific matters within its purview.

The Board relies on the AC to assist in ensuring continuous assessment and improvement of the Group's risk management and internal control systems through regular review and monitoring activities.

### GOVERNANCE STRUCTURE

The Group's governance structure supports effective risk management and internal control through clearly defined roles and responsibilities, including:

**1 The Board and Board Committees, providing oversight and strategic direction;**

**2 Management, led by the Group Managing Director and senior management, responsible for implementation; and**

**3 Established reporting mechanisms through appointed risk owners conducting quarterly risk assessments, with consolidated reporting to Management to facilitate regular review of risk management and internal control effectiveness.**

### INTERNAL AUDIT FUNCTION

The Group has an Internal Audit ("IA") function that provides independent assurance to the Board and the Audit Committee on the adequacy and effectiveness of the Group's risk management, internal control, and governance processes.

## Statement on Risk Management and Internal Control

The internal audit function is led by Ms. Fish Ong Ying Yee, Internal Audit Manager, and is supported by an Internal Audit Executive. She reports functionally to the AC and administratively to Management and has no operational responsibilities that could impair her independence.

The Group has appointed Axcelasia Sdn. Bhd. (“Axcelasia”), an independent outsourced internal audit service provider that supports the internal audit resources and ensures adequate audit coverage. Axcelasia conducts four (4) internal audit cycles as outlined below, with three (3) to five (5) qualified internal auditors assigned to each audit cycle.

The internal audit function operates with full independence and does not hold any operational responsibilities within the Group. This independence enables objective evaluation and enhances the credibility of audit observations. The AC provides oversight of the internal audit function by reviewing the annual audit plan, resourcing, scope, competency requirements and overall performance of the internal auditors.

Internal audit activities are carried out in accordance with a recognised internal audit framework such as the International Professional Practices Framework of the IIA, and audit plans are developed based on a risk-based approach approved by the AC. Key internal audit findings, recommendations, and management action plans are reported to the AC, and follow-up audits are performed to monitor the status of corrective actions.

For the financial year ended 31 December 2025, the scope of the internal audit covered the following key areas:

- **Treasury and tax management:** Reviewed foreign exchange risk management, tax budgeting accuracy, and the utilisation of tax incentives.
- **Related party transactions and conflict of interest controls:** Reviewed RRPT and COI review procedures, compliance with shareholders’ mandate, and management’s monitoring against approved mandate.
- **Inventory and asset management:** Reviewed finished goods ageing controls and IT hardware lifecycle management.
- **Procurement and vendor management:** Reviewed procurement compliance, rental management controls, and accounts payable and vendor prepayment processes.
- **Data governance:** Reviewed data governance frameworks and controls over data accuracy and reliability.
- **Regulatory and safety compliance:** Reviewed compliance with SMETA standards and SPAD ICOP requirements for goods vehicle safety and operational controls.
- **Business continuity management:** Reviewed the effectiveness of the Group’s BCM framework.

The audit reports produced are presented to the AC, ensuring that identified issues are addressed in a timely manner and the management takes appropriate corrective actions. During the financial year, no significant control failings or material weaknesses that would result in material losses to the Group were identified. Where control improvement opportunities were noted, appropriate corrective actions were implemented or are in progress.

### RISK MANAGEMENT AND INTERNAL CONTROL PROCESS

#### Risk Management Framework and Risk Appetite

The Group has established a structured Risk Assessment and Policy Guideline to identify, analyse, evaluate and manage principal and emerging risks that may affect the achievement of its objectives. Risk management is embedded into strategic planning, budgeting, operational decision-making, and policy development, with the risk assessment process conducted on a periodic basis and updated to reflect changes in the operating environment.

## Statement on Risk Management and Internal Control

As part of the ongoing enhancement of the Group’s risk management framework, the Group plans to progressively incorporate economic, environmental, social, and governance (“EESG”) considerations into its risk assessment and monitoring processes in the next twelve (12) months.

The Group has established a risk assessment policy that defines the risk impact and likelihood parameters used to evaluate and prioritise risks across the Group. These parameters articulate the level of risk the Group is prepared to accept in pursuing its objectives and guide Management’s risk assessment, escalation, and monitoring processes across key risk categories, including financial, operational, compliance, reputational, cyber, and sustainability-related risks.

### Risk Assessment and Key Risks

The outcomes of the risk assessment, including updates to the risk registers and risk profile, are reviewed by the Management and presented to the AC for deliberation. Material risk matters are escalated to the Board for consideration and approval, where appropriate.

During the financial year, the AC deliberated on key risks relevant to the Group, along with their corresponding mitigation measures. The key risks for the Group are as follows:

Key Risk	Impact	Mitigation Measures
<b>Global uncertainties</b>	<ul style="list-style-type: none"> <li>• Rising input costs</li> <li>• Volatility in foreign exchange rates</li> <li>• Supply chain disruptions</li> <li>• Prolonged uncertainty may also affect demand conditions in local and export markets</li> </ul>	<ul style="list-style-type: none"> <li>• Proactive input materials purchase contracts</li> <li>• Prudent foreign exchange hedging strategy</li> <li>• Diversifies sourcing, customer based and geographical markets</li> </ul>
<b>Increased competition</b>	<ul style="list-style-type: none"> <li>• Competitive pressures from local and international manufacturers</li> <li>• Pricing pressure from intensified competition</li> <li>• Increased marketing costs to sustain brand positioning</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous product innovation and enhancement to meet evolving consumer preferences</li> <li>• Diversification of customer base and export markets</li> <li>• Ongoing focus on operational efficiency, cost management and automation to preserve competitiveness</li> </ul>
<b>Human Capital Risk</b>	<ul style="list-style-type: none"> <li>• Challenges in attracting and retaining competent talent</li> <li>• Disruption to business and operational continuity</li> </ul>	<ul style="list-style-type: none"> <li>• Implement employee engagement and retention strategies to enhance career development and workforce stability</li> <li>• Establish succession planning and knowledge management practices to ensure continuity for critical roles</li> <li>• Leverage employee feedback mechanisms and workforce analytics to identify retention risks and drive continuous improvement initiatives</li> </ul>

The Group continues to adopt a proactive approach to identifying, assessing and managing risks to ensure its strategies remain relevant and aligned with the organisation’s objectives.

## Statement on Risk Management and Internal Control

### Internal Control Processes and Policies

The Board implements a range of internal control mechanisms designed to safeguard the Group's assets, support operational effectiveness and promote high standards of governance. The key components of the Group's internal control system are summarised below:

#### 1. Establishment and implementation of key corporate policies

The Group has established and implemented a suite of corporate policies that set out the principles, standards and expectations governing ethical conduct, governance, and risk management across the organisation. These policies are approved by the Board and/or relevant Board Committees and are communicated to Directors, Management and employees to support consistent application throughout the Group.

##### i. Code of Conducts and Ethics ("COCE") Policy

The Group's COCE sets out the standards of ethical behaviour, integrity, professionalism and accountability expected of Directors, Management and employees. The COCE provides guidance on compliance with applicable laws and regulations, the avoidance of conflicts of interest, and the responsible use of the Group's assets. It reinforces the importance of fair dealing, respect in the workplace, and ethical decision-making in the conduct of business activities.

##### ii. Whistleblowing Policy

The Whistleblowing Policy establishes a formal and confidential mechanism for employees and external parties to report suspected misconduct, wrongdoing, fraud, corruption, or breaches of laws and internal policies. The Policy provides assurance that whistleblowers who act in good faith are protected against retaliation and that disclosures are handled objectively and independently. Reported cases are recorded, investigated, and monitored under the oversight of designated governance personnel, with significant matters escalated to the Board where appropriate.

##### iii. Anti-Bribery and Anti-Corruption ("ABAC") Policy

The Group adopts a zero-tolerance stance towards bribery and corruption. The ABAC Policy sets out the principles and requirements governing gifts, hospitality, donations, sponsorships, and other business dealings. It applies to Directors, employees, and business partners, and is aligned with the Malaysian

Anti-Corruption Commission Act 2009. The Policy reinforces ethical conduct, transparency, and accountability, supported by declarations and periodic training to promote awareness and compliance.

##### iv. Conflict of Interest Policy

The Group has established a Conflict of Interest Policy as part of its governance framework. The Policy sets out the principles and procedures for the disclosure and management of conflicts of interest, or potential or perceived conflicts of interest, involving Directors, Key Senior Management and employees. Declarations of conflict of interest are subject to review and appropriate mitigation measures, with oversight by the Audit Committee and the Board, to safeguard the integrity of decision-making and protect the interests of the Group.

##### v. Director's Fit and Proper Policy

The Directors' Fit and Proper Policy establishes the criteria and assessment process for the appointment and re-election of Directors and key senior management. The Policy covers requirements relating to integrity, competence, experience, financial soundness, time commitment, and reputation. Assessments are conducted periodically under the oversight of the Board and the Nominating Committee to ensure that individuals entrusted with key responsibilities possess the necessary attributes to discharge their duties effectively and responsibly.

## Statement on Risk Management and Internal Control

### vi. Diversity Policy

The Diversity Policy supports the Group's commitment to diversity and inclusion for the Board and the Group's workforce. It promotes diversity in terms of skills, experience, gender, and background to enhance balanced decision-making and effective governance. The Policy aligns with the principles of the Malaysian Code of Corporate Governance and is considered in Board and senior management appointments.

### vii. Sustainability Policy

The Sustainability Policy outlines the Group's commitment to integrating economic, environmental and social considerations into its business strategies and operations. The Policy recognises the Group's impact across the value chain, including sourcing, production, product quality, food safety, environmental stewardship, and community engagement. It provides a framework for identifying and managing sustainability-related risks and opportunities, setting objectives and targets, and communicating sustainability performance to stakeholders.

## 2. Defined organisational structure and authority limit

The Group maintains a formal organisational structure with clearly defined roles, responsibilities, and reporting lines. This structure is supported by documented authorisation and approval controls that set out approval limits and decision-making authority at various levels of Management. These controls promote accountability, effective segregation of duties, and consistency in operational and financial decision-making across the Group.

## 3. Management reporting

Management reporting forms an integral part of the Group's internal control framework. Periodic management reports covering operational performance, financial results, and key risk matters are prepared and reviewed by Management. The annual budget, incorporating financial and operational targets, is reviewed and approved by the Board. Actual performance is monitored against the approved budget, with significant variances analysed and addressed through appropriate corrective actions.

## 4. Defined Standard Operating Procedures ("SOP")

The Group has developed a comprehensive set of SOPs that serve as operational guidelines across key functions. SOPs are periodically reviewed and updated to maintain relevance and consistency. Key risk areas addressed by the Group's risk management and internal control system include:

- Financial risks, supported by budgeting controls, financial reporting procedures, and periodic management reviews.
- Operational risks, mitigated through standardised processes, quality controls, and business continuity arrangements.
- Compliance risks, managed through regulatory monitoring, internal policies, and periodic compliance assessments.
- Reputational and sustainability risks, addressed through governance oversight, stakeholder engagement, and sustainability-related controls.
- Cyber and information security risks, managed through controls such as access controls, system security measures, and data backup and recovery practices.

## 5. Business Continuity Management

The Group has established a BCM framework in accordance with ISO22301 to enhance organisational resilience and ensure the continuity of critical business operations in the event of disruptions. The BCM framework sets out roles, responsibilities, and recovery strategies to respond to potential incidents, including operational, supply chain, and system disruptions. The framework is periodically reviewed and tested to assess its effectiveness and continued relevance to the Group's operating environment.

## Statement on Risk Management and Internal Control

### 6. Certifications and compliance standards

The Group adopts and maintains relevant certification and compliance frameworks to support effective risk management, regulatory compliance, and operational controls across its manufacturing operations.

#### i. BRCGS Global Food Safety Standard

The Group's manufacturing facilities undergo independent third-party audits under the BRCGS Global Food Safety Standard, providing assurance over food safety, product quality, and hygiene controls in line with internationally recognised requirements.

#### ii. Hazard Analysis and Critical Control Points ("HACCP") – MS1480

The HACCP framework establishes systematic controls to identify, assess, and manage food safety risks throughout the production process, supporting consistent product safety and quality.

#### iii. Good Manufacturing Practice ("GMP") – MS1514

GMP certification reinforces controls over manufacturing processes, cleanliness, personnel hygiene, and production environments to ensure products are consistently produced and controlled according to quality standards.

#### iv. MeSTI Certification

MeSTI provides a baseline food safety assurance framework, supporting compliance with statutory food safety requirements and strengthening hygiene and sanitation controls within the manufacturing environment.

#### v. Veterinary Health Mark ("VHM")

VHM certification demonstrates compliance with veterinary and food safety requirements applicable to animal-based food products, reinforcing controls over sourcing, processing, and product safety.

#### vi. HALAL Certification

HALAL certification ensures that the Group's products and processes comply with applicable Halal standards and requirements, supported by documented procedures, segregation controls, and periodic audits. An independent third-party auditor is engaged to perform an annual assessment of Halal compliance.

#### vii. United States Food and Drug Administration ("FDA") Compliance

Compliance with the FDA Bioterrorism Act ("BTA") and the Food Safety Modernization Act ("FSMA") supports the Group's export activities and ensures adherence to international food safety and regulatory requirements.

#### viii. ISO 9001 – Quality Management System

ISO 9001 provides a structured framework for quality management, supporting consistent processes, continuous improvement, and customer satisfaction across the Group's operations.

#### ix. ISO 14001 – Environmental Management System

ISO 14001 supports the identification, management, and mitigation of environmental risks and impacts, promoting compliance with environmental regulations and sustainable operational practices.

#### x. ISO 45001 – Occupational Health and Safety Management System

ISO 45001 establishes controls to manage workplace health and safety risks, reduce incidents, and promote a safe and healthy working environment for employees.

## Statement on Risk Management and Internal Control

### REVIEW OF STATEMENT BY EXTERNAL AUDITORS

Pursuant to Paragraph 15.23 of the Bursa Malaysia Securities Berhad's MMLR, the External Auditors have reviewed this Statement on Risk Management and Internal Control for inclusion in the FY2025 Annual Report. Their review was performed in accordance with Audit and Assurance Practice Guide 3: Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants.

Based on their review, nothing has come to their attention that causes them to believe that this statement is not prepared, in all material respects, in accordance with the disclosures required by section 7 of the SORMIC Guidelines for Directors of Listed Companies, nor is the Statement factually inaccurate.

It should be noted that AAPG 3 does not require the external auditors to express an opinion on the adequacy or effectiveness of the Group's risk management and internal control system. The review also does not involve assessing whether all significant risks and controls have been fully addressed, nor does it require auditors to determine whether the processes described by Management will successfully remedy internal control issues identified or disclosed in the annual report.

### CONCLUSION

The Board has received assurance from the Group Managing Director and Group Financial Controller that the Group's risk management and internal control system operated adequately and effectively in all material aspects throughout the financial year, based on the framework adopted by the Group.

The Board remains committed to maintaining a sound internal control environment and effective risk management practices across the Group. In the Board's view, the systems in place are sufficient to safeguard shareholders' interests and protect the Group's assets. The Board also confirms that there were no material losses incurred during the financial year arising from weaknesses in internal controls that would warrant separate disclosure in this Annual Report.


The Board will continue to review and strengthen the Group's risk management and internal control processes where necessary, ensuring that they remain robust, effective and responsive to the evolving business environment.

This Statement has been reviewed by the Audit Committee (AC) and subsequently approved by the Board on 24 April 2026.

# Audit Committee Report

## COMPOSITION

The Audit Committee ("AC") comprises three (3) members, all of whom are Independent Non-Executive Directors:

 Members	<b>Eugene Hon Kah Weng*</b> Independent Non-Executive Director <b>Chairman</b>	<b>Dr. Nik Ismail bin Nik Daud</b> Senior Independent Non-Executive Director <b>Member</b>	<b>Noor Alina binti Mohamad Faiz</b> Independent Non-Executive Director <b>Member</b>
--	--	--	---

\* Member of the Malaysian Institute of Accountants (MIA).

The AC's composition meets the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") which requires that at least one member of the AC must fulfil the financial expertise requisite of paragraph 15.09(1)(c) of MMLR of Bursa Securities. The AC Chairman is member of the MIA and the Malaysian Institute of Certified Public Accountants (MICPA).

For the financial year under review, the Board of Directors ("Board") evaluated the performance and effectiveness of the AC via the Nominating Committee's review of the term of office and performance of the AC and its members and was satisfied that the AC members were able to and had discharged their functions and responsibilities in accordance with the Terms of Reference ("TOR") of the AC.

The role, scope and responsibilities of the AC are set out in its TOR which are accessible on the Company's website at [www.kawanfood.com](http://www.kawanfood.com).

Further details on the experience and qualifications of the AC members are available in the Annual Report under the Board of Directors' Profiles.

## MEETINGS

The AC conducted eight (8) meetings during the financial year ended 31 December 2025 ("FY2025"), details of which are set out as follows:

Name	No. of Meetings Attended
Eugene Hon Kah Weng	8/8
Dr. Nik Ismail bin Nik Daud	8/8
Noor Alina binti Mohamad Faiz	8/8

The Chief Operating Officer ("COO"), Company Secretaries, Financial Controller and Management were invited to attend the meetings to present their reports and provide appropriate information as well as clarification to relevant items on the agenda. The Internal Auditors were invited to present internal audit reports to the Audit Committee during its meetings, highlighting specific issues arising from audit findings. The External Auditors also attended the AC meeting to present their annual audit plan, annual financial statements and other matters deemed relevant.

The AC Chairman reported to the Board on the activities and significant matters discussed at each AC meeting. Deliberations during the AC meetings were recorded. Minutes of the AC meetings were tabled for confirmation at the following AC meeting and subsequently tabled to the Board for notation.

## KEY ACTIVITIES IN FY2025

### Financial Reporting

- Reviewed and recommended to the Board for approval:
  - quarterly unaudited financial results including announcements to Bursa Securities; and
  - audited financial statements of the Company and its subsidiaries ("the Group") to reflect the true and fair view of the business results and financial position of the Group and that the financial statements were prepared in compliance with Malaysian Financial Reporting Standard (MFRS).
- Deliberated all key accounting matters that arose during the year; and
- Reviewed and deliberated on audit issues raised by the External Auditors and the action plans required to address them.

## Audit Committee Report

### External Audit (“EA”)

- Reviewed and approved the EA plan including scope of works and approach for FY2025;
- Held private sessions with the External Auditors without the presence of the Management to discuss relevant issues and concerns arising from the audits;
- Reviewed and recommended to the Board, the re-appointment of External Auditors, taking into consideration their competencies, commitments, independence and objectivity; and
- Assessed the independence and objectivity of the External Auditors and recommended to the Board the audit and non-audit fees payable to External Auditors.

### Internal Audit (“IA”)

- Reviewed and approved the risk-based annual audit plan to ensure adequate scope and coverage of the Company’s and the Group’s activities;
- Reviewed IA reports on a quarterly basis, assessed internal control issues, evaluated management’s response to audit recommendations, and monitored the implementation of corrective actions;
- Reviewed follow-up audit reports to ensure the proper implementation of corrective actions by management and deliberated on outstanding issues to drive resolution and strengthen internal controls;
- Held private sessions with the Internal Auditors without the presence of Management to discuss relevant issues and concerns arising from the audits; and
- Reviewed the effectiveness of the Internal Auditors by assessing its performance, adequacy of resources, independence, and competencies of the Internal Auditors.

### Risk Management and Internal Control

- Reviewed the Group’s top risk profiles and deliberated on the significant threats and opportunities on a quarterly basis;
- Reviewed quarterly risk management reports on risk management activities, exposure and mitigating actions;
- Reviewed, tracked and monitored, on an ongoing basis, the effectiveness of the Group’s risk management systems; and
- Reviewed whistleblowing matters and escalated key matters to the Board for consideration.

### Related Party Transactions (“RPTs”) and Conflict of Interest (“COI”)

- Reviewed all RPTs on quarterly basis to ensure RPTs were carried out on an arm’s length basis and on normal commercial terms, consistent with the Company and the Group’s usual business practices and policies, which are not more favourable than those generally available to the third parties/public and are not to the detriment of the minority shareholders;
- Reviewed and deliberated on RPTs, COI and potential COI and reported to the Board any COI or potential COI situation including measures to resolve, eliminate or mitigate such conflicts, if any;
- Reviewed and recommended for Board’s approval the Circular to Shareholders in relation to the proposed renewal of shareholders’ mandate for recurrent related party transactions of revenue or trading nature; and
- Reviewed the proposed enhancements to the COI Policy and the RPT Policy, and recommended the same to the Board for approval.

### Other Matters

- Be apprised of updates on key governance matters and observations in regards of the provisions set out in the Malaysian Code on Corporate Governance 2021 pursuant to the MMLR of Bursa Securities;
- Reviewed and recommended for the Board’s approval, the Statement to Shareholders in relation to the proposed renewal of authority for the Company to purchase its own ordinary shares;
- Reviewed the proposed dividends payout taking into consideration the cash flow requirements before recommending for Board’s approval; and
- Reviewed and recommended for the Board’s approval, the Statement on Risk Management and Internal Control and Audit Committee Report for inclusion in the Annual Report.

### IA FUNCTION

The IA function of the Group is carried out jointly by both an outsourced team and in-house IA team to provide independent and objective assurance on the adequacy, efficiency and effectiveness of internal controls.

## Audit Committee Report

The outsourced IA is handled by Axcelasia Sdn. Bhd., led by Chang Ming Chew, the Engagement Director, who holds the Certified Internal Auditor and Certification in Risk Management Assurance from the IIA; the Certified Information Systems Auditor from the ISACA; and is a professional member of the Institute of Internal Auditors of Malaysia (IIAM), the Association of Chartered Certified Accountants and the Malaysian Institute of Accountants.

The number of staff deployed by Axcelasia Sdn. Bhd. for the IA ranges from 3 to 5 staff per visit including the Engagement Director. The staff involved in the IA holds professional qualifications and/or a university degree. Most of them are also members of the Institute of Internal Auditors Malaysia.

The in-house IA function is led by Fish Ong Ying Yee, a Chartered Accountant of the MIA with over 13 years of IA experience in the manufacturing industry. She is supported by an auditor with a bachelor's degree, and together they work in coordination with the outsourced IA function to enhance audit effectiveness.

All the IA staff, both outsourced and in-house, are free from any relationships or COI with the Company, which could impair their objectivity and independence.

In accordance with the annual IA plan approved by the AC, the audited areas during FY2025 include treasury and tax management, related party transactions and COI controls, inventory and asset management, procurement and vendor management, data governance, regulatory and safety compliance, and business continuity management.

Details of these audit areas are presented in the Statement of Risk Management and Internal Control within this Annual Report.

The audits were performed using a risk-based approach and guidance from the International Professional Practice Framework. The IA results comprising progress of previous auditable processes action plan were presented by the IA and reviewed by the AC.

The total costs incurred for the IA function of the Company for the FY2025 was RM316,358.

Further details of the IA functions are available in the Annual Report under the Statement on Risk Management and Internal Control.

## Additional Compliance Information

Pursuant to the Listing Requirements of Bursa Malaysia Securities Berhad

### MATERIAL CONTRACTS

There were no material contracts entered into by the Company and its subsidiaries involving Directors' and major shareholders' interest which were still subsisting as at the end of the financial year ended or which were entered into since the end of the previous financial year (not being contracts entered into in the ordinary course of business) except as disclosed below and in Note 37 to the financial statements under "Related Parties" on Note 37 of our Financial Report 2025.

### AUDIT AND NON-AUDIT FEES

During the financial year ended 31 December 2025, the amount of audit and non-audit fees paid and payable by the Company and the Group to the external auditors are as follows:

	<b>Company (RM)</b>	<b>Group (RM)</b>
Audit services rendered	65,700	272,425
Non-audit services rendered	8,000	8,000
<b>Total</b>	<b>73,700</b>	<b>280,425</b>

### UTILISATION OF PROCEEDS

There were no proceeds raised by the Company from any corporate proposals during the financial year ended 31 December 2025.

### RECURRENT RELATED PARTY TRANSACTIONS OF REVENUE OR TRADING NATURE

At the Twenty-First Annual General Meeting ("AGM") held on Wednesday, 23 June 2025, the Company obtained a shareholders' mandate to allow the Group to enter into recurrent related party transactions of a revenue or trading nature. The disclosure of the recurrent related party transactions conducted during the financial year ended 31 December 2025 is set out on Note 37 of our Financial Report 2025.

## Statement on Directors' Responsibility

The Board of Directors is required under Paragraph 15.26(a) of Main Market Listing Requirements of Bursa Malaysia Securities Berhad to issue a statement explaining the Board's responsibility in preparing the annual financial statements.

In preparing the annual financial statements of the Company and the Group, the Directors are collectively responsible to ensure that these financial statements have been properly drawn up in accordance with the applicable approved Malaysian Financial Reporting Standard issued by the Malaysian Accounting Standards Board and the provisions of the Companies Act, 2016 ("the Act") so as to give a true and fair view of the state of affairs of the Group and of the Company at the end of the financial year and of the financial results and the cash flows of the Group and of the Company for the financial year ended on that date.

In preparing the financial statements for the year ended 31 December 2025, the Directors have:

- i) adopted appropriate accounting policies and applied them consistently;
- ii) made judgements and estimates that are reasonable and prudent;
- iii) prepared financial statements on the going concern basis; and
- iv) ensured applicable accounting standards have been followed, subject to any material departure and explained in the financial statements.

The Directors have responsibility for ensuring that the proper accounting records are kept which disclose with reasonable accuracy at any time the financial position of the Company and the Group and which enable them to ensure that the financial statements comply with the Act.

The Directors are also responsible for taking reasonable steps to safeguard the assets of the Company and the Group and to prevent and detect fraud and other irregularities.

This Statement is made in accordance with a resolution of the Board of Directors dated 28 April 2026.

## Syariah Screening Disclosure

As at 31 December 2025

### (A) Group Total Income and Total Assets

	2025 RM	2024 RM
<b>Total Income</b>		
Revenue	252,938,934	317,548,594
Other Income	5,031,853	6,683,999
Finance Income	761,088	1,199,590
Total Income	258,731,875	325,432,183
Total Assets	438,305,831	453,273,200

### (B) Business Activities

	2025 RM	2024 RM
<b>Syariah Non-Compliant Activities</b>		
Interest Income	586,011	1,194,914
Rental Income	635,767	485,000
	1,221,778	1,679,914

### (C) Component of Financial Position

	2025 RM	2024 RM
<b>Islamic Account / Instruments</b>		
Money market funds with licensed fund management companies	50,633,666	-
Cash and bank balances	22,343,195	7,202,710
	72,976,861	7,202,710
<b>Conventional Account / Instruments</b>		
Money market funds with licensed fund management companies	9,204,999	16,107,625
Cash and bank balances	16,217,977	48,210,176
	25,422,976	64,317,801
Total cash & cash equivalent	98,399,837	71,520,511

## List of Properties

Location/ Title details	Description/ Existing use	Tenure of Lease	Approx. age of building	Date of Acquisition	Approx. Land Area/Built-up Area	Issuance of Certificate of Fitness	Net Book Value RM
* Held under H.S. (D) No. 135852, PT129351, Mukim dan Daerah Klang, Negeri Selangor, with address at Lot 96, Section 4, Phase 2C, Selangor Halal-Hub, Pulau Indah, Selangor Darul Ehsan	Factory cum office	Leasehold interest for a term of 99 years expiring on 24 February 2097	7 years	12 October 2011	63,079.9 sq. metres/ 49,404.82 sq. metres	18 May 2018	91,692,812
* Held under H.S. (D) No. 98527, Bandar Shah Alam, Daerah Petaling, Negeri Selangor, with address at Lot 20, Jalan Pengapit 15/19, 40200 Shah Alam, Selangor Darul Ehsan	Factory cum office	Leasehold interest for a term of 99 years expiring on 6 August 2074	45 year	28 May 2004	7,337.24 sq. metres/ 6,417.91 sq. metres	23 May 2007	4,159,180
* Held under H.S. (D) 98490, P.T. No. 617, Seksyen 16, Bandar Shah Alam, Negeri Selangor, with address at Lot 4, Jalan Lada Hitam 16/12A, 40000 Shah Alam, Selangor Darul Ehsan	Factory cum office	Leasehold interest for a term of 99 years expiring on 20 July 2094	35 years	28 June 1999	4,484 sq. metres/ 3,149.43 sq. metres	24 September 1990	1,426,630
* Held under H.S. (D) 98500 for P.T. No. 714, Seksyen 16, Bandar Shah Alam, Negeri Selangor, with address at Lot 2A, Persiaran Kemajuan, Seksyen 16, 40000 Shah Alam, Selangor Darul Ehsan	Factory cum office	Leasehold interest for a term of 99 years expiring on 20 July 2094	35 years	25 May 2005	21,796 sq. metres/ 3,584.91 sq. metres	7 May 1990	5,983,784
* Parcel No. 2F-41C with address at 41C-2F, Jalan Datuk Dagang 31, Taman Sentosa, 41200 Klang, Selangor Darul Ehsan	Shop apartment occupied as staff hostel	Freehold	25 years	16 May 2003	67.85 sq. metres	27 March 2003	35,643
Held under Master Title H.S. (D) 56067 PT 59174 in the Mukim of Klang, District of Klang, State of Selangor Darul Ehsan							
* Parcel No. 2B-41D with address at 41D-2B, Jalan Datuk Dagang 31, Taman Sentosa, 41200 Klang, Selangor Darul Ehsan	Shop apartment occupied as staff hostel	Freehold	25 years	29 July 2003	67.85 sq. metres	27 March 2003	33,161
Held under Master Title H.S. (D) 56067 PT 59174 in the Mukim of Klang, District of Klang, State of Selangor Darul Ehsan							

## List of Properties

Location/ Title details	Description/ Existing use	Tenure of Lease	Approx. age of building	Date of Acquisition	Approx. Land Area/Built-up Area	Issuance of Certificate of Fitness	Net Book Value RM
* Parcel No. 2F-31C with address at 31C-2F, Jalan Datuk Dagang 31, Taman Sentosa, 41200 Klang, Selangor Darul Ehsan  Held under Master Title H.S. (D) 56062 PT 59169 in the Mukim of Klang, District of Klang, State of Selangor Darul Ehsan	Shop apartment occupied as staff hostel	Freehold	25 years	16 May 2003	67.85 sq. metres	27 March 2003	35,643
* Parcel No. 2B-21D with address at 21D-2B, Jalan Datuk Dagang 31, Taman Sentosa, 41200 Klang, Selangor Darul Ehsan  Held under Master Title H.S. (D) 56057 PT 59164 in the Mukim of Klang, District of Klang, State of Selangor Darul Ehsan	Shop apartment occupied as staff hostel	Freehold	25 years	29 July 2003	67.85 sq. metres	27 March 2003	33,161
* Shop Apartment Parcel No. B3/3F with address at 57-3A, Jalan Bendahara 13, Taman Sri Sentosa, Jaya Business Park, 41200 Klang, Selangor Darul Ehsan  Held under Strata Title H.S. (D) 67208 Lot No. P.T. No. 65663 in the Mukim Klang, District of Klang, State of Selangor Darul Ehsan	Shop apartment occupied as staff hostel	Freehold	24 years	21 February 2001	69.52 sq. metres	26 October 2004	31,444
* Shop Apartment Parcel No. B4/3F with address at 55-3A, Jalan Bendahara 13, Taman Sri Sentosa, Jaya Business Park, 41200 Klang, Selangor Darul Ehsan  Held under Strata Title H.S. (D) 67207 Lot No. P.T. No. 65652 in the Mukim Klang, District of Klang, State of Selangor Darul Ehsan	Shop apartment occupied as staff hostel	Freehold	24 years	21 February 2001	69.52 sq. metres	26 October 2004	31,444
* Shop Apartment Parcel No. D4/3F with address at 57-3A, Jalan Bendahara 13, Taman Sri Sentosa, Jaya Business Park, 41200 Klang, Selangor Darul Ehsan  Held under Strata Title H.S. (D) 67208 Lot No. P.T. No. 65663 in the Mukim Klang, District of Klang, State of Selangor Darul Ehsan	Shop apartment occupied as staff hostel	Freehold	24 years	21 February 2001	69.52 sq. metres	26 October 2004	31,444

## List of Properties

Location/ Title details	Description/ Existing use	Tenure of Lease	Approx. age of building	Date of Acquisition	Approx. Land Area/Built-up Area	Issuance of Certificate of Fitness	Net Book Value RM
* Shop Apartment Parcel No. D3/3F with address at 55-3A, Jalan Bendahara 13, Taman Sri Sentosa, Jaya Business Park, 41200 Klang, Selangor Darul Ehsan	Shop apartment occupied as staff hostel	Freehold	24 years	21 February 2001	69.52 sq. metres	26 October 2004	31,444
Held under Strata Title H.S. (D) 67207 Lot No. P.T. No. 65652 in the Mukim Klang, District of Klang, State of Selangor Darul Ehsan							
* Shop Apartment Parcel No. D2/3F with address at 57-3A, Jalan Bendahara 13, Taman Sri Sentosa, Jaya Business Park, 41200 Klang, Selangor Darul Ehsan	Shop apartment occupied as staff hostel	Freehold	24 years	21 February 2001	69.52 sq. metres	26 October 2004	31,444
Held under Strata Title H.S. (D) 67208 Lot No. P.T. No. 65663 in the Mukim Klang, District of Klang, State of Selangor darul Ehsan							
** Industrial Land at 13, Kexing Road North, Nantong Economic & Technology Development Area ("NETDA"), China	Factory cum office	Leasehold interest for a term of 50 years expiring on 25 December 2056	15 years	26 December 2006	40,773.90 sq. metres/ 16,000 sq. metres	N/A	12,851,239
Held under Lot No. 03-10-(001)-338, Land Registry No. 35.45-92.10							

\* Held under Kawan Food Manufacturing Sdn. Bhd.

\*\* Held under Kawan Food (Nantong) Co., Ltd.

## Analysis on Shareholdings

as per Record of Depositors as at 31 March 2026\*

Issued Share Capital	: 364,036,612 Ordinary Shares (including 24,919,500 Treasury Shares)
Class of Shares	: Ordinary Shares
Voting Rights	: One (1) vote per Ordinary Share

\* Pursuant to the Bursa Malaysia Depository Disclosure Framework, reports on the list of shareholders and transactions are based on a settlement cycle of two (2) trading days after the transaction date. Accordingly, the Record of Depositors ("ROD") reflects transactions settled up to 27 March 2026, which were subsequently captured in the ROD dated 31 March 2026.

### DISTRIBUTION OF SHAREHOLDERS

Size of Shareholdings	No. of Shareholders	% of Shareholders <sup>(1)</sup>	No. of Shares	% of Shares <sup>(1)</sup>
Less than 100	419	9.15	6,342	0.00
100 – 1,000	1,470	32.10	702,725	0.21
1,001 – 10,000	1,879	41.03	8,308,804	2.45
10,001 – 100,000	677	14.79	21,244,837	6.27
100,001 to less than 5% of issued shares	131	2.86	98,562,202	29.06
5% and above of issued shares	3	0.07	210,292,202	62.01
<b>Total</b>	<b>4,579</b>	<b>100.00</b>	<b>339,117,112</b>	<b>100.00</b>

<sup>(1)</sup> Excluding a total of 24,919,500 shares bought back by the Company and retained as treasury shares based on the ROD dated 31 March 2026.

### SUBSTANTIAL SHAREHOLDERS

as per Register of Substantial Shareholders as at 31 March 2026

Name of Substantial Shareholders	Direct		Indirect	
	No. of Shares	% <sup>(1)</sup>	No. of Shares	% <sup>(1)</sup>
1. Gan Thiam Chai	1,306,000	0.39	126,257,402 <sup>(2)</sup>	37.23
2. Kwan Sok Kay	-	-	126,257,402 <sup>(2)</sup>	37.23
3. Gan Thiam Hock	22,462,133	6.62	3,028,666 <sup>(3)</sup>	0.89
4. GFG (L) Foundation	126,257,402	37.23	-	-
5. Narvee F'dation	62,001,200	18.28	-	-

<sup>(1)</sup> Excluding a total of 24,919,500 shares bought back by the Company and retained as treasury shares based on the ROD dated 31 March 2026.

<sup>(2)</sup> Deemed interested pursuant to Section 8 of the Companies Act 2016 ("the Act") by virtue of his/her substantial shareholdings in GFG (L) Foundation.

<sup>(3)</sup> Deemed interested in the shares by virtue of Section 59 of the Act, held through his children, namely Gan Meng Hoi, Gan Meng Yeow, Gan Meng Hoo and Gan Kha Yee who holds 462,000, 344,000, 344,300 and 344,000 ordinary shares respectively and his spouse, Lam Saw Kuan who holds 1,534,366 ordinary shares representing a total of 0.89% in the shareholdings of the Company.

## Analysis on Shareholdings

as per Record of Depositors as at 31 March 2026

### DIRECTORS' SHAREHOLDINGS

as per Register of Directors' shareholdings as at 31 March 2026

Name of Directors	Direct		Indirect	
	No. of Shares	% <sup>(1)</sup>	No. of Shares	% <sup>(1)</sup>
1. Lim Hun Soon @ David Lim	10,137,028	2.99	-	-
2. Gan Thiam Chai	1,306,000	0.39	126,257,402 <sup>(2)</sup>	37.23
3. Gan Ka Bien	242,440	0.07	-	-
4. Dr. Nik Ismail bin Nik Daud	-	-	-	-
5. Eugene Hon Kah Weng	-	-	-	-
6. Noor Alina binti Mohamad Faiz	-	-	-	-
7. Gan Ka Ooi	-	-	-	-
8. Gan Meng Hoi	462,000	0.14	-	-
9. Gan Ka Hui	-	-	-	-
10. Neel Naresh Nagrecha	-	-	-	-

<sup>(1)</sup> Excluding a total of 24,919,500 shares bought back by the Company and retained as treasury shares based on the ROD dated 31 March 2026.

<sup>(2)</sup> Deemed interested pursuant to Section 8 of the Act by virtue of his substantial shareholdings in GFG (L) Foundation.

### LIST OF THIRTY (30) LARGEST SHAREHOLDERS

as at 31 March 2026

No.	Name of Shareholders	No. of Shares	% <sup>(1)</sup>
1.	GFG (L) FOUNDATION	126,257,402	37.23
2.	CARTABAN NOMINEES (ASING) SDN. BHD. EXEMPT AN FOR STANDARD CHARTERED BANK SINGAPORE BRANCH (SG PVB CL AC)	62,001,200	18.28
3.	GAN THIAM HOCK	22,033,600	6.50
4.	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LIM HUN SOON @ DAVID LIM	6,500,000	1.92
5.	KONG POH YIN	5,834,100	1.72
6.	HLIB NOMINEES (ASING) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR WU, CHUNG-CHEN (CCTS)	4,810,000	1.42
7.	AMANAHRAYA TRUSTEES BERHAD PUBLIC SMALLCAP FUND	4,184,100	1.23
8.	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. EMPLOYEES PROVIDENT FUND BOARD	4,112,700	1.21
9.	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. EMPLOYEES PROVIDENT FUND BOARD (ISLAMIC)	3,524,300	1.04
10.	UOB KAY HIAN NOMINEES (ASING) SDN. BHD. EXEMPT AN FOR UOB KAY HIAN PTE LTD (A/C CLIENTS)	3,330,000	0.98
11.	LIM HUN SOON @ DAVID LIM	3,317,028	0.98
12.	HLIB NOMINEES (ASING) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHEN, TSAI-TIEN (CCTS)	2,970,466	0.88

## Analysis on Shareholdings

as per Record of Depositors as at 31 March 2026

No.	Name of Shareholders	No. of Shares	%( <sup>1</sup> )
13.	CITIGROUP NOMINEES (ASING) SDN. BHD. <i>EXEMPT AN FOR UBS AG SINGAPORE (FOREIGN)</i>	2,370,500	0.70
14.	HLIB NOMINEES (ASING) SDN. BHD. <i>PLEDGED SECURITIES ACCOUNT FOR WU, CHIA-LUNG (CCTS)</i>	2,254,182	0.67
15.	MAYBANK SECURITIES NOMINEES (ASING) SDN. BHD. <i>PLEDGED SECURITIES ACCOUNT FOR SHAH KAMAL KANT ZAVERCHAND</i>	2,168,382	0.64
16.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. <i>PLEDGED SECURITIES ACCOUNT FOR YOONG KAH YIN</i>	2,137,800	0.63
17.	KOON POH TAT	2,035,000	0.60
18.	KONG POH YIN	2,000,000	0.59
19.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN. BHD. <i>PLEDGED SECURITIES ACCOUNT FOR KOON POH TAT (8062495)</i>	1,500,000	0.44
20.	LAM SAW KUAN	1,464,366	0.43
21.	HLIB NOMINEES (TEMPATAN) SDN. BHD. <i>HONG LEONG BANK BHD FOR GAN THIAM CHAI</i>	1,306,000	0.39
22.	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. <i>MAYBANK TRUSTEES BERHAD FOR DANA MAKMUR PHEIM (211901)</i>	1,293,100	0.38
23.	HLIB NOMINEES (TEMPATAN) SDN. BHD. <i>PLEDGED SECURITIES ACCOUNT FOR TEE KIM SOON (CCTS)</i>	1,200,000	0.35
24.	GAN THIAM CHUAN	1,149,300	0.34
25.	AMANAHRAYA TRUSTEES BERHAD <i>PUBLIC STRATEGIC SMALLCAP FUND</i>	1,098,800	0.32
26.	PUBLIC NOMINEES (ASING) SDN. BHD. <i>PLEDGED SECURITIES ACCOUNT FOR LI, QIAN (E-KLC/CTD)</i>	1,015,400	0.30
27.	AMANAHRAYA TRUSTEES BERHAD <i>PUBLIC ISLAMIC GROWTH BALANCED FUND</i>	990,533	0.29
28.	HSBC NOMINEES (TEMPATAN) SDN. BHD. <i>HSBC (M) TRUSTEE BHD FOR RHB PRIVATE FUND - SERIES 3</i>	979,066	0.29
29.	CHOY WEE CHIAP	975,366	0.29
30.	HLIB NOMINEES (ASING) SDN. BHD. <i>HONG LEONG BANK BHD FOR CHUANG, SHU-MING</i>	965,766	0.29
	<b>Total</b>	<b>275,778,457</b>	<b>81.33</b>

<sup>(1)</sup> Excluding a total of 24,919,500 shares bought back by the Company and retained as treasury shares based on the ROD dated 31 March 2026.

## Notice Of The Twenty-Second Annual General Meeting

Notice is hereby given that the Twenty-Second Annual General Meeting (“22<sup>nd</sup> AGM”) of Kawan Food Berhad (“**Kawan**” or “**the Company**”) will be held at Lot 129351, Jalan Sungai Pinang 4/19, Taman Perindustrian Pulau Indah, Selangor Halal Hub, Fasa 2C, 42920 Pulau Indah, Selangor Darul Ehsan, Malaysia on Tuesday, 23 June 2026 at 10.30 a.m. for the following purposes:

### AGENDA

#### AS ORDINARY BUSINESS

- |   |   |
|---|---|
| 1. To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Reports of the Directors’ and Auditors’ thereon.   | <b>Please Refer To Explanatory Note 1</b> |
| 2. To approve the Directors’ fees and benefits payable to the Directors of the Company and its subsidiaries of up to RM1,625,000 for the period from 24 June 2026 until the conclusion of the Twenty-Third AGM. | <b>Ordinary Resolution 1</b>              |
| 3. To re-elect the following Directors who are retiring under Clause 115(1) of the Constitution of the Company:   |   |
| (i) Lim Hun Soon @ David Lim  | <b>Ordinary Resolution 2</b>              |
| (ii) Dr. Nik Ismail bin Nik Daud  | <b>Ordinary Resolution 3</b>              |
| (iii) Gan Ka Bien   | <b>Ordinary Resolution 4</b>              |
| 4. To re-appoint RSM Malaysia PLT as Auditors of the Company and to authorise the Directors to fix their remuneration.  | <b>Ordinary Resolution 5</b>              |

#### AS SPECIAL BUSINESS

To consider and, if thought fit, to pass the following resolutions:

- |  |                              |
|--|------------------------------|
| 5. Continuation in office as Senior Independent Non-Executive Director – Dr. Nik Ismail bin Nik Daud   |                              |
| <p>“<b>THAT</b> approval be and is hereby given to Dr. Nik Ismail bin Nik Daud, who has served as a Senior Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years, to continue to act as Senior Independent Non-Executive Director of the Company.”</p> | <b>Ordinary Resolution 6</b> |

## Notice Of The Twenty-Second Annual General Meeting

6. Proposed Renewal of Shareholders' Mandates for the Recurrent Related Party Transactions of a Revenue or Trading Nature with the following related parties ("Proposed Renewal of Shareholders' Mandates"):

- (i) Shana Foods Limited and Rubicon Food Products Limited
- (ii) MH Delight Sdn. Bhd.
- (iii) Hot & Roll Holdings Sdn. Bhd.

**Ordinary Resolution 7**

**Ordinary Resolution 8**

**Ordinary Resolution 9**

(Collectively referred to as "Related Parties")

"**THAT** approval be and is hereby given to the Company, to enter and give effect to the recurrent related party transactions of a revenue or trading nature (hereinafter to be referred to as "Recurrent Transactions") with the above Related Parties as stated in Section 2.4 of the Circular to Shareholders dated 30 April 2026 which are necessary for the Company's day-to-day operations subject further to the following:

- (i) the Recurrent Transactions contemplated are in the ordinary course of business and on terms which are not more favourable to Related Parties than those generally available to the public, and are not to the detriment of the minority shareholders;
- (ii) the approval is subject to annual renewal and shall only continue to be in force until:
  - (a) the conclusion of the next AGM of the Company following the forthcoming AGM of the Company at which the Proposed Renewal of Shareholders' Mandates is approved, at which time it will lapse unless by a resolution passed at the AGM the mandates is again renewed;
  - (b) the expiration of the period within which the next AGM of the Company after the date is required to be held pursuant to Section 340(2) of the Companies Act 2016 ("Act") (but shall not extend to such extensions as may be allowed pursuant to Section 340(4) of the Act); or
  - (c) revoked or varied by resolution passed by the shareholders in general meeting,

whichever is the earlier; and

- (iii) the disclosure of the breakdown of the aggregate value of the Recurrent Transactions conducted pursuant to the Proposed Renewal of Shareholders' Mandates in the Annual Report of the Company based on the following information:
  - (a) the type of Recurrent Transactions entered into; and
  - (b) the names of the Related Parties involved in each type of the Recurrent Transactions entered into and their relationship with the Company.

**AND THAT** the Directors of the Company be and are hereby authorised to do all acts and things to give full effect to the Recurrent Transactions contemplated and/or authorised by this resolution, as the Directors of the Company, in their absolute discretion, deem fit."

## Notice Of The Twenty-Second Annual General Meeting

7. Authority under Sections 75 and 76 of the Act for the Directors to allot and issue shares.

**“THAT** pursuant to Sections 75 and 76 of the Act, the Directors be and are hereby authorised to allot and issue shares in the Company at any time until the conclusion of the next AGM of the Company upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit provided that the aggregate number of shares to be issued does not exceed ten per centum (10%) of the total number of issued shares of the Company (excluding treasury shares, if any) at the time of issue, subject to the Constitution of the Company and approval of all the relevant regulatory bodies being obtained for such allotment and issue.

**THAT** pursuant to Section 85 of the Act, read together with Clause 64 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares ranking equally to the existing issued Kawan shares arising from issuance of new shares pursuant to this mandate.

**AND THAT** the new shares to be issued shall, upon allotment and issuance, rank equally in all respects with the existing shares of the Company, save and except that they shall not be entitled to any dividends, rights, allotments and/or any other forms of distribution that which may be declared, made or paid before the date of allotment of such new shares.”

### Ordinary Resolution 10

8. Proposed Renewal of Authority for the Company to Purchase its own Ordinary Shares.

**“THAT** subject to the Act, the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”) and the approvals of all relevant governmental and/or regulatory authorities (if any), the Company be and is hereby authorised to utilise an amount not exceeding the audited retained profits as at 31 December 2025 to purchase such amount of ordinary shares in the Company (“Proposed Renewal of Share Buy-Back Authority”) as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the interest of the Company provided that the aggregate number of shares purchased and/or held pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued shares of the Company.

**THAT** an amount not exceeding the Company’s retained profits be allocated by the Company for the Proposed Renewal of Share Buy-Back Authority.

**THAT** authority be and is hereby given to the Directors of the Company to decide at their absolute discretion to either retain the shares so purchased as treasury shares (as defined in Section 127 of the Act) and/or to cancel the shares so purchased and if retained as treasury shares, may resell the treasury shares and/or to distribute them as share dividend and/or subsequently cancel them.

**THAT** the authority conferred by this resolution will be effective immediately upon the passing of this resolution and will expire at:

- (i) the conclusion of the next AGM of the Company, at which time the said authority will lapse unless by an ordinary resolution passed at a general meeting of the Company, the authority is renewed, either unconditionally or subject to conditions;

## Notice Of The Twenty-Second Annual General Meeting

- (ii) the expiration of the period within which the next AGM of the Company is required by law to be held; or
- (iii) revoked or varied by an ordinary resolution passed by the shareholders in a general meeting;

whichever occurs first, but not so as to prejudice the completion of the purchase(s) by the Company before the aforesaid expiry date and in any event, in accordance with the provisions of the guidelines issued by Bursa Securities and/or any other relevant governmental and/or regulatory authorities (if any).

**AND THAT** the Directors of the Company be authorised to take all steps necessary to implement, complete and do all such acts and things (including executing all such documents as may be required) as they may consider expedient or necessary to give effect to the Proposed Renewal of Share Buy-Back Authority as may be agreed or allowed by any relevant governmental and/or regulatory authority."

### Ordinary Resolution 11

9. Proposed Grant of Employees' Share Option Scheme ("ESOS") Options to Gan Ka Ooi, Head of Research and Development and Non-Independent Non-Executive Director of the Company.

**"THAT** subject to the approvals of all relevant authorities and/or parties being obtained, approval be and is hereby given to the Board to authorise the ESOS committee, at any time and from time to time throughout the duration of the ESOS, to offer and grant to the following person, ESOS options ("ESOS Options") to subscribe for new ordinary shares in the Company ("Shares") under the ESOS:

- (i) Gan Ka Ooi (Head of Research and Development and Non-Independent Non-Executive Director)

Provided always that:

- (i) the abovementioned person must not participate in the deliberation and/or discussion of her own allocation;
- (ii) not more than 10% of the total number of new Shares to be issued under the ESOS would be allocated to the abovementioned person who, either singly or collectively through persons connected to her, holds 20% or more of the total number of issued shares of the Company; and
- (iii) the allocation of ESOS Options to the abovementioned person shall be subject always to such terms and conditions and/or any adjustments which may be made in accordance with the provisions of the By-Laws, the Main Market Listing Requirements of Bursa Securities, or any prevailing guidelines issued by Bursa Securities, as amended from time to time.

**THAT** at any one time during the duration of the ESOS, not more than 80% of the total number of ESOS Options available under the ESOS could be allocated, in aggregate to the directors, including non-executive directors and senior management of the Company and its subsidiaries (excluding dormant subsidiaries, if any) pursuant to the ESOS;

**THAT** the Board is also authorised to issue and allot the corresponding number of new Shares arising from the exercise of the ESOS Options that may be granted to her under the ESOS;

## Notice Of The Twenty-Second Annual General Meeting

**AND THAT** pursuant to Section 85(1) of the Act read together with Clause 64 of the Company's Constitution, approval be and is hereby given to waive the pre-emptive rights of the existing shareholders of the Company to be offered new Shares ranking equally to the existing issued Shares of the Company arising from the issuance and allotment of the new Shares to be issued pursuant to the exercise of the ESOS Options granted under the ESOS."

### Ordinary Resolution 12

10. Proposed waiver from the shareholders to waive their pre-emptive rights under Section 85 of the Act and Clause 64 of the Company's Constitution ("Proposed Waiver").

**THAT** the Board had on 31 May 2018 at the Extraordinary General Meeting obtained the approval from the shareholders for the authority to establish the ESOS of up to 15% of the total number of issued Shares of the Company from time to time (excluding treasury shares, if any) for the benefit of eligible executive directors and employees of the Company and its subsidiaries (excluding dormant subsidiaries, if any);

**THAT** pursuant to Section 85(1) of the Act to be read together with Clause 64 of the Company's Constitution, all new Shares or other convertible securities in the Company shall, before they are issued, be first offered to such persons who are entitled to receive notices from the Company of general meetings as at the date of the offer in proportion as nearly as the circumstances admit, to the amount of the existing shares or securities to which they are entitled ("Pre-emptive Rights");

**AND THAT** should this resolution be passed by the shareholders of the Company, this resolution shall have the effect of the shareholders having agreed to irrevocably waive their Pre-emptive Rights pursuant to Section 85(1) of the Act and Clause 64 of the Company's Constitution in respect of the new Shares to be allotted and issued by the Company pursuant to the ESOS and the issuance of such new Shares of the Company will result in a dilution to their shareholding percentage in the Company."

### Ordinary Resolution 13

11. To transact any other business for which due notice shall have been given.

BY ORDER OF THE BOARD

TAI YIT CHAN (MAICSA 7009143)  
SSM PC No.: 202008001023

TAI YUEN LING (LS 0008513)  
SSM PC No.: 202008001075

Company Secretaries  
Selangor Darul Ehsan

Date: 30 April 2026

## Notice Of The Twenty-Second Annual General Meeting

### EXPLANATORY NOTES:

#### 1. To receive the Audited Financial Statements

Agenda item no. 1 is meant for discussion only as the provision of Section 340(1)(a) of the Act does not require a formal approval of shareholders for the Audited Financial Statements. Hence, this item on the Agenda is **not put forward for voting**.

#### 2. Ordinary Resolutions 2 - 4 – Re-election of Directors

The retiring Directors under Ordinary Resolutions 2 – 4 pursuant to Clause 115(1) of the Company's Constitution, being eligible, have offered themselves for re-election.

For the purpose of determining the eligibility of the retiring Directors to stand for re-election at this 22<sup>nd</sup> AGM and in line with Practice 5.1 of the Malaysian Code on Corporate Governance 2021, the Nominating Committee ("NC") has reviewed and assessed the retiring Directors from the annual assessment and evaluation of the Board, Board Committees, Independent Directors and individual Directors' fitness and propriety with reference to the Directors' Fit and Proper Policy for the financial year under review.

The NC had recommended that, the re-election of the retiring Directors to be based on the following:

- (i) satisfactory performance and have met Board's expectation in discharging his/her duties and responsibilities with due care and in a commendable manner;
- (ii) met the fit and proper criteria in discharging his/her roles as director of the Company;
- (iii) level of independence demonstrated by the Independent Director; and
- (iv) his/her ability to act in the best interest of the Company in decision-making and developing the Group's business strategies.

The Board had endorsed the recommendation of the NC on the re-election of the retiring Directors.

The profiles of the retiring Directors are set out in the Board of Directors' Profiles of the Annual Report 2025 of the Company.

#### 3. Ordinary Resolution 6 – Continuing in Office as Senior Independent Non-Executive Director – Dr. Nik Ismail bin Nik Daud

The proposed Ordinary Resolution 6 is to seek shareholders' approval on the retention of Dr. Nik Ismail bin Nik Daud who has served as a Senior Independent Director in the Company for a cumulative term of more than nine (9) years.

The NC has assessed the independence of Dr. Nik Ismail bin Nik Daud and recommended him to continue to act as Senior Independent Non-Executive Director of the Company based on the following justifications:-

- (i) He fulfilled the criteria under the definition of Independent Director as stated in the Main Market Listing Requirements of Bursa Securities, and thus, he would be able to provide check and balance and bring an element of objectivity to the Board;
- (ii) He is familiar with the Company's business operations and is able to advise the Board diligently on business matters;
- (iii) His vast knowledge in the food industry provides valuable insights to Board and Committees' deliberations;
- (iv) He has devoted sufficient time and attention to their professional obligations for informed and balanced decision making by actively participating in board discussion and providing an independent voice to the Board; and
- (v) He has exercised his due care during his tenure as a Senior Independent Non-Executive Director of the Company and carried out his professional duties in the best interest of the Company and shareholders.

## Notice Of The Twenty-Second Annual General Meeting

### **4. Ordinary Resolutions 7 – 9 – Proposed Renewal of Shareholders’ Mandates for Recurrent Related Party Transactions of a Revenue or Trading Nature**

The Ordinary Resolutions 7 – 9 proposed, if passed, will empower the Directors from the date of the 22<sup>nd</sup> AGM, to deal with the related party transactions involving recurrent transactions of a revenue or trading nature which are necessary for the Company’s day-to-day operations. These recurrent related party transactions are in the ordinary course of business and are on terms not more favourable to the Related Parties than those generally available to the public and not to the detriment of the minority shareholders.

This authority unless revoked or varied at a general meeting, will expire at the next AGM of the Company and subject always to provision (ii) of the resolution.

For further information on Ordinary Resolutions 7 – 9, please refer to the Circular to Shareholders dated 30 April 2026 accompanying the Annual Report of the Company for the financial year ended 31 December 2025.

### **5. Ordinary Resolution 10 – Authority under Sections 75 and 76 of the Act for the Directors to allot and issue shares**

The Company wishes to renew the mandate on the authority to issue shares pursuant to the Act at the 22<sup>nd</sup> AGM of the Company (hereinafter referred to as the “General Mandate”).

The Company had been granted a General Mandate by its shareholders at the 21<sup>st</sup> AGM of the Company held on 23 June 2025 (hereinafter referred to as the “Previous Mandate”).

The Ordinary Resolution 10 proposed under item 7 of the Agenda seeks the shareholders’ approval of a General Mandate for issuance of shares by the Company under Sections 75 and 76 of the Act. The General Mandate, if passed, will provide flexibility for the Company and empower the Directors to allot and issue new shares speedily in the Company up to an amount not exceeding in total 10% of the issued share capital of the Company for purpose of funding the working capital or strategic development of the Group. This would eliminate any delay arising from and cost involved in convening a general meeting to obtain approval of the shareholders for such issuance of shares. This authority, unless revoked or varied by the Company at a general meeting, will expire at the next AGM.

At this juncture, there is no decision to issue new shares but the Directors consider it desirable to have the flexibility permitted to respond to market developments and to enable allotments to take place to finance business opportunities without making a pre-emptive offer to existing shareholders. If there should be a decision to issue new shares after the General Mandate is sought, the Company will make an announcement in respect thereof.

As at the date of this Notice, the Company did not allot and issue any shares pursuant to the Previous Mandate granted by the shareholders at the previous AGM.

### **6. Ordinary Resolution 11 – Proposed Renewal of Authority for the Company to Purchase its own Ordinary Shares**

The proposed Ordinary Resolution 11, if passed, will give the Directors of the Company authority to take all such steps as are necessary or expedient to implement, finalise, complete and/or to effect the purchase(s) of shares by the Company as the Directors may deem fit and expedient in the best interest of the Company. The authority will, unless revoked or varied by the Company in a general meeting, continue to be in force until the conclusion of the next AGM of the Company or the expiry of the period within which the next AGM of the Company is required by law to be held.

For further information on Ordinary Resolution 11, please refer to the Statement to Shareholders dated 30 April 2026 accompanying the Annual Report of the Company for the financial year ended 31 December 2025.

## Notice Of The Twenty-Second Annual General Meeting

### 7. Ordinary Resolution 12 – Proposed Grant of ESOS Options to Gan Ka Ooi (“Proposed Grant of ESOS”)

The proposed Ordinary Resolution 12 is made pursuant to the ESOS, which was approved by the shareholders of the Company at the Extraordinary General Meeting (“EGM”) held on 31 May 2018.

On 2 October 2018, the Company had implemented the ESOS for a duration of 5 years, which will expire on 1 October 2023. On 20 March 2023, the Company announced that the Board had resolved to extend the existing ESOS, which was due to expire on 1 October 2023, for a further period of five (5) years from 2 October 2023 to 1 October 2028, in accordance with Clause 5.3 of the ESOS By-Laws. Subsequently, at the EGM held on 15 November 2023, the shareholders approved the amendments to the Company’s Constitution and the ESOS By-Laws to allow the participation of Non-Executive Directors in the ESOS.

The proposed Ordinary Resolution 12 to approve the Proposed Grant of ESOS, subject always to such terms and conditions and/or any adjustments and/or variations which may be made in accordance with the provisions of the ESOS By-Laws.

Pursuant to Section 85(1) of the Act read together with Clause 64 of the Company’s Constitution, the shareholders of the Company have statutory pre-emptive rights to be offered any new shares which rank equally to the existing shares of the Company. By voting in favour of the proposed Ordinary Resolution 12, the shareholders of the Company will be waiving their statutory pre-emptive rights, and if the said Ordinary Resolution is passed, the statutory pre-emptive rights of the shareholders to be offered any new shares to be issued pursuant to the ESOS and the Proposed Grant of ESOS will be excluded.

Gan Ka Ooi is therefore deemed interested to the extent of her Proposed Grant of ESOS. Accordingly, she has declared her interests and has abstained and will continue to abstain from voting, directly and/or indirectly, on the resolution pertaining to the Proposed Grant of ESOS to be tabled at this AGM.

Gan Ka Ooi shall also ensure that persons connected with her will abstain from voting on the Resolution 12 in respect of her direct and/or indirect shareholdings in the Company, if any.

#### Notes:

1. For the purpose of determining who shall be entitled to participate in this AGM, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. to make available to the Company, the **Record of Depositors as at 16 June 2026**. Only a member whose name appears on this Record of Depositors shall be entitled to participate in this AGM.
2. A member entitled to participate in this AGM is entitled to appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to participate in his/her place. A proxy may but need not be a member of the Company.
3. A Member shall be entitled to appoint not more than two (2) proxies to attend and vote at the same meeting and the appointment shall be invalid unless he specifies the proportions of his holdings to be represented by each proxy.
4. Where a member is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account (“omnibus account”) as defined under the Securities Industry (Central Depositories) Act, 1991, there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Central Depositories Act which is exempted from compliance with the provisions of Section 25A(1) of the Central Depositories Act.
5. The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the AGM or adjourned general meeting at which the person named in the appointment proposes to vote.

#### a. **In hard copy form**

In the case of an appointment made in hard copy form, the original proxy form must be deposited with the Share Registrar’s office, Boardroom Share Registrars Sdn Bhd (“Boardroom”) of the Company at 11<sup>th</sup> Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

#### b. **By electronic means**

The proxy form can be electronically lodged with Boardroom via Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com>. Please follow the procedures set out in the Administrative Details for such lodgement. Alternatively, the proxy form can be emailed to Boardroom at [bsr.proxy@boardroomlimited.com](mailto:bsr.proxy@boardroomlimited.com).

6. Please ensure ALL the particulars as required in the proxy form are completed, signed and dated accordingly.
7. Last date and time for lodging the proxy form is **Sunday, 21 June 2026 at 10.30 a.m.**

## Notice Of The Twenty-Second Annual General Meeting

8. *Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with the Share Registrar of the Company at 11<sup>th</sup> Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia not less than forty-eight (48) hours before the time appointed for holding the AGM or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.*
9. *For a corporate member who has appointed an authorised representative, please deposit the **ORIGINAL** certificate of appointment of authorised representative with the Share Registrar of the Company at 11<sup>th</sup> Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia. The certificate of appointment of authorised representative should be executed in the following manner:*
  - a. *If the corporate member has a common seal, the certificate of appointment of authorised representative should be executed under seal in accordance with the constitution of the corporate member.*
  - b. *If the corporate member does not have a common seal, the certificate of appointment of authorised representative should be affixed with the rubber stamp of the corporate member (if any) and executed by:*
    - i. *at least two (2) authorised officers, of whom one shall be a director; or*
    - ii. *any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.*
10. *Pursuant to paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Securities, all the resolutions set out in the notice of any general meeting will be put to vote by poll.*

### **Personal data privacy:**

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

## Administrative Details

for the Twenty-Second Annual General Meeting (“22<sup>nd</sup> AGM”) of Kawan Food Berhad

**Day and Date** : Tuesday, 23 June 2026  
**Time** : 10.30 a.m.  
**Meeting Venue** : Lot 129351, Jalan Sungai Pinang 4/19  
 Taman Perindustrian Pulau Indah  
 Selangor Halal Hub, Fasa 2C  
 42920 Pulau Indah  
 Selangor Darul Ehsan  
 Malaysia

**Dear Valued Shareholders,**

### 1. REGISTRATION

- Registration will start at **9.30 a.m.** at the Meeting Venue and will end at a time directed by the Chairman of the AGM.
- Please produce your **ORIGINAL** MyKad/Passport (for foreigners) at the registration counter for verification and registration. Only **ORIGINAL** MyKad/Passport will be accepted for the purpose of identity verification.
- Please ensure to collect your MyKad/Passport thereafter.
- Please note that no person will be allowed to register on behalf of another person even with the original MyKad/Passport of that person.
- Upon completion of the registration process, you will be given an identification barcode wristband to enter the meeting hall. **Please be reminded that there will be no replacement in the event that you lose or misplace the barcode wristband.**
- Please vacate the registration area immediately after registration and proceed to the meeting hall.
- Please note that you will not be allowed to enter the meeting hall without wearing the barcode wristband.
- The registration counter will handle only verification of identity and registration. If you have any enquiries, please proceed to the Help Desk.

### 2. HELP DESK

- Please proceed to the Help Desk for any clarification or enquiries.
- The Help Desk will also handle the revocation of proxy appointments.

### 3. ENTITLEMENT TO PARTICIPATE IN THE AGM

- Only members whose names appear on the General Meeting Record of Depositors as at **16 June 2026** will be entitled to attend, speak and vote at the AGM or appoint a proxy to attend, speak and vote on his/her behalf.

### 4. ANNUAL REPORT 2025

- The Company’s Annual Report 2025 is available at the website of the Company, <http://kawanfood.com/index.php/our-company/investor-relations/> and Bursa Malaysia Securities Berhad, [www.bursamalaysia.com](http://www.bursamalaysia.com).
- If you wish to request a printed copy of the Annual Report 2025 prior to the AGM, please forward your request by completing the Request Form provided. **However, we hope you would consider the environmental and sustainability concerns, and refrain from requesting a printed copy of the Annual Report 2025.**

### 5. APPOINTMENT OF PROXY, CORPORATE SHAREHOLDERS, AUTHORISED NOMINEE AND EXEMPT AUTHORISED NOMINEE

- A member of the Company entitled to attend and vote at the AGM is entitled to appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to participate in his/her place. A proxy may but need not be a member of the Company.
- A Member shall be entitled to appoint not more than two (2) proxies to exercise all or any of his/her rights to attend, speak and vote at the same AGM on his/her behalf. If you are unable to attend the AGM and wish to appoint a proxy/ attorney/ authorized representative to vote on your behalf, please submit your proxy form in accordance with the notes and instructions stated in the notice of AGM.

#### APPOINTMENT OF PROXY

- You may submit your original proxy form to the office of the Share Registrar of our Company, **Boardroom Share Registrars Sdn. Bhd. at 11<sup>th</sup> Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia** or by email to [bsr.proxy@boardroomlimited.com](mailto:bsr.proxy@boardroomlimited.com), not less than **forty-eight (48) hours** before the time appointed for holding of meeting or adjourned meeting and in default the instrument of proxy shall not be treated as valid.
- The proxy form may also be lodged electronically via **Boardroom Smart Investor Portal (“BSIP”)** at <https://investor.boardroomlimited.com>. For further information, kindly refer to **Table 1** below for proxy appointment via BSIP.

## Administrative Details

for the Twenty-Second Annual General Meeting (“22<sup>nd</sup> AGM”) of Kawan Food Berhad

### **APPOINTMENT OF CORPORATE SHAREHOLDERS, AUTHORISED NOMINEE AND EXEMPT AUTHORISED NOMINEE**

- For a corporate member who has appointed an authorised representative, please deposit the **ORIGINAL** certificate of appointment of authorised representative with the Share Registrar of the Company at **11<sup>th</sup> Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia**. The certificate of appointment of authorised representative should be executed in the following manner:
  - (a) If the corporate member has a common seal, the certificate of appointment of authorised representative should be executed under seal in accordance with the constitution of the corporate member.
  - (b) If the corporate member does not have a common seal, the certificate of appointment of authorised representative should be affixed with the rubber stamp of the corporate member (if any) and executed by:
    - (i) at least two (2) authorised officers, of whom one shall be a director; or
    - (ii) any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.
- You may write in to [bsr.proxy@boardroomlimited.com](mailto:bsr.proxy@boardroomlimited.com) by providing the name of member, CDS account number accompanied with the certificate of appointment of corporate representative or proxy form (as the case may be) to submit the request latest by **Sunday, 21 June 2026 at 10.30 a.m.**
- Please provide a copy of the corporate representative’s or proxy’s MyKad (front and back) or passport, as well as his/her email address.
- The appointment of authorized representative may also be lodged electronically via **BSIP** at <https://investor.boardroomlimited.com>. For further information, kindly refer to **Table 1** below for proxy appointment via BSIP.

<b>Step 1 -</b> Register Online with BSIP (for first-time registration only)	<p><b>Note: If you have already signed up with BSIP, you are not required to register again. You may proceed to Step 2.</b></p> <ul style="list-style-type: none"> <li>• Access the website at <a href="https://investor.boardroomlimited.com">https://investor.boardroomlimited.com</a>.</li> <li>• Click “<b>Register</b>” to sign up as a user.</li> <li>• Complete registration with all the required information. Upload and attach a softcopy of your MyKad (front and back) or Passport. Click “<b>Register</b>”.</li> <li>• You will receive an email from BSIP Online for email address verification. Click on “<b>Verify Email Address</b>” from the email received to continue with the registration.</li> <li>• Once your email address is verified, you will be re-directed to BSIP Online for verification of your mobile number.</li> <li>• Click on “<b>Request OTP Code</b>” and an OTP code will be sent to the registered mobile number. You will need to enter the OTP code and click “<b>Enter</b>” to complete the process.</li> <li>• Once your mobile number is verified, registration of your new BSIP account will be pending for final verification.</li> <li>• An email will be sent to you to inform the approval of your BSIP account within one (1) business day. Subsequently, you can log in at <a href="https://investor.boardroomlimited.com">https://investor.boardroomlimited.com</a> with the email address and password filled up by you during the registration to proceed.</li> </ul>
<b>Step 2 -</b> Appointment of Proxy	<p><b>For Individual and Corporate holders.</b></p> <ul style="list-style-type: none"> <li>• Log in to <a href="https://investor.boardroomlimited.com">https://investor.boardroomlimited.com</a> using your user ID and password from Step 1 above.</li> <li>• Click “<b>Meeting Event</b>” and select from the list of companies “<b>KAWAN FOOD BERHAD TWENTY-SECOND ANNUAL GENERAL MEETING</b>” and click “<b>Enter</b>”.</li> <li>• Click “<b>Submit eProxy form</b>”.</li> <li>• For Corporate holders, please select the companies (if you are representing more than 1 company).</li> <li>• Enter your CDS account number and the number of shares held.</li> <li>• Select your proxy – either the Chairman of the meeting or an individual named proxy(ies).</li> <li>• Read and accept the General Terms and Conditions and click “<b>Next</b>”.</li> <li>• Enter the particulars of your proxy(ies) and click “<b>Next</b>”.</li> <li>• Indicate your voting instructions – <b>FOR</b> or <b>AGAINST</b> or <b>ABSTAIN</b>. If you wish to have your proxy(ies) to act upon his/her discretion, please indicate <b>DISCRETIONARY</b>.</li> <li>• Review and confirm your proxy appointment. Click “<b>Apply</b>”. Download or print the eProxy form as an acknowledgement.</li> </ul>

## Administrative Details

for the Twenty-Second Annual General Meeting (“22<sup>nd</sup> AGM”) of Kawan Food Berhad

### **For Authorised Nominee and Exempt Authorised Nominee**

- Log in to <https://investor.boardroomlimited.com> using your user ID and password from Step 1 above.
- Click “**Meeting Event**” and select from the list of companies “**KAWAN FOOD BERHAD TWENTY-SECOND ANNUAL GENERAL MEETING**” and click “**Enter**”.
- Click “**Submit eProxy form**”.
- Select the nominee(s)/company(ies) that you represent.
- Download the file format for “**Submission of Proxy Form**”.
- Prepare the file for appointment of proxy(ies) by inserting the required data.
- Upload the duly completed proxy appointment file
- Review and confirm your proxy appointment.
- Download or print the eProxy form as an acknowledgement.

- If you wish to attend the AGM yourself, please do not submit any proxy form. You will not be allowed to attend the AGM together with a proxy appointed by you.
- If you have submitted your proxy form prior to the AGM and subsequently decided to attend the AGM yourself, please proceed to the Help Desk to revoke the appointment of your proxy.

### **6. REVOCATION OF PROXY**

If you have submitted your Proxy Form prior to the AGM and subsequently decide to appoint another person or wish to participate in the AGM yourself, please write in to [bsr.proxy@boardroomlimited.com](mailto:bsr.proxy@boardroomlimited.com) or via electronic means (as the case may be) to revoke the earlier appointed proxy(ies) at least forty-eight (48) hours before the AGM or proceed to the Help desk counter on the AGM day to do proxy revocation. On revocation, your proxy(ies) will not be allowed to participate in the AGM. In such event, you should advise your proxy(ies) accordingly.

### **7. POLL VOTING**

The voting will be conducted by poll in accordance with Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. All resolutions set out in the Notice of the 22<sup>nd</sup> AGM will be put to a vote by way of poll. A Poll Administrator will be appointed to conduct the polling process and Independent Scrutineers will be appointed to verify the results of the poll.

### **8. DOOR GIFT**

Each attendee is entitled to only one (1) door gift, regardless of the number of shareholders he/she represents as a proxy or whether he/she attends in more than one capacity.

Accordingly:

- (a) One (1) door gift shall be given to one (1) shareholder only.
- (b) A shareholder who is also appointed as a proxy by another shareholder shall be entitled to only one (1) door gift.
- (c) Where a shareholder appoints more than one (1) proxy, each proxy shall be entitled to one (1) door gift, subject to paragraph (e).
- (d) A proxy who represents more than one (1) shareholder shall be entitled to one (1) door gift only.
- (e) Where the proxy has collected the door gift, a shareholder who subsequently attends the Meeting after revoking the proxy appointment shall not be entitled to any door gift.

### **9. ENQUIRIES**

If you have any queries prior to the AGM, please contact Boardroom during office hours on Mondays to Fridays from 9.00 a.m. to 5.30 p.m. (except on public holidays):

#### **Share Registrar**

**Boardroom Share Registrars Sdn. Bhd.**

Tel : +603-7890 4700

Fax : +603-7890 4670

Email : [bsr.helpdesk@boardroomlimited.com](mailto:bsr.helpdesk@boardroomlimited.com)





KAWAN FOOD BERHAD

<http://www.kawanfood.com>  
Registration No. 200401001942 (640445-v)  
(Incorporated in Malaysia)

No. of ordinary shares held	CDS account no. of holder

## Proxy Form

I/We, \_\_\_\_\_ (name of shareholder as per NRIC/Passport, in capital letters)

NRIC No./ Passport No./Registration No. \_\_\_\_\_ Tel: \_\_\_\_\_ of \_\_\_\_\_  
\_\_\_\_\_ (full address)

being a \*member/members of **KAWAN FOOD BERHAD** hereby appoint(s):-

Full Name	NRIC No./Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Email Address	Contact No.		

\* and/ or (delete as appropriate)

Full Name	NRIC No./Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Email Address	Contact No.		

or failing \*him/her, the Chairman of the meeting as \*my/our proxy to attend and vote for \*me/us on \*my/our behalf at the **Twenty-Second Annual General Meeting ("22<sup>nd</sup> AGM")** of Kawan Food Berhad ("Kawan" or "the Company") to be held at Lot 129351, Jalan Sungai Pinang 4/19, Taman Perindustrian Pulau Indah, Selangor Halal Hub, Fasa 2C, 42920, Pulau Indah, Selangor Darul Ehsan, Malaysia on **Tuesday, 23 June 2026 at 10.30 a.m.** and at any adjournment thereof.

My/our proxy/proxies is/are to vote as indicated below.

Item No.	Agenda	Resolutions	For	Against
1.	To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Reports of the Directors' and Auditors' thereon.			
2.	To approve the Directors' fees and benefits payable to the Directors of the Company and its subsidiaries of up to RMI,625,000 for the period from 24 June 2026 until the conclusion of the Twenty-Third AGM.	Ordinary Resolution 1		
3.	To re-elect Lim Hun Soon @ David Lim who is to retire pursuant to Clause 115(1) of the Company's Constitution and being eligible, has offered himself for re-election.	Ordinary Resolution 2		
4.	To re-elect Dr. Nik Ismail bin Nik Daud who is to retire pursuant to Clause 115(1) of the Company's Constitution and being eligible, has offered himself for re-election.	Ordinary Resolution 3		
5.	To re-elect Gan Ka Bien who is to retire pursuant to Clause 115(1) of the Company's Constitution and being eligible, has offered herself for re-election.	Ordinary Resolution 4		
6.	To re-appoint RSM Malaysia PLT as Auditors of the Company and to authorise the Directors to fix their remuneration.	Ordinary Resolution 5		
<b>Special Business</b>				
7.	Continuation in office as Senior Independent Non-Executive Director – Dr. Nik Ismail bin Nik Daud.	Ordinary Resolution 6		
8.	Proposed Renewal of Shareholders' Mandates for the Recurrent Related Party Transactions of a Revenue or Trading Nature with Shana Foods Limited and Rubicon Food Products Limited.	Ordinary Resolution 7		
9.	Proposed Renewal of Shareholders' Mandates for the Recurrent Related Party Transactions of a Revenue or Trading Nature with MH Delight Sdn. Bhd.	Ordinary Resolution 8		
10.	Proposed Renewal of Shareholders' Mandate for the Recurrent Related Party Transactions of a Revenue or Trading Nature with Hot & Roll Holdings Sdn. Bhd.	Ordinary Resolution 9		
11.	Authority under Sections 75 and 76 of the Companies Act 2016 for the Directors to allot and issue shares.	Ordinary Resolution 10		
12.	Proposed Renewal of Authority for the Company to Purchase its own Ordinary Shares.	Ordinary Resolution 11		
13.	Proposed Grant of Employees' Share Option Scheme ("ESOS") Options to Gan Ka Ooi (Head of Research and Development and Non-Independent Non-Executive Director).	Ordinary Resolution 12		
14.	Proposed Waiver of Shareholders' Pre-Emptive Rights under Section 85 of the Companies Act 2016 and Clause 64 of the Company's Constitution for purposes of the ESOS.	Ordinary Resolution 13		

(Please indicate with an "X" in the appropriate box against the resolutions on how you wish your proxy to vote. The proxy is to vote on the resolutions set out in the Notice of Meeting as you have indicated. If no specific instruction as to voting is given, this form will be taken to authorise the proxy to vote at his/her discretion.)

- \* Strike out whichever is not applicable.
- \* if you wish to appoint other person(s) to be your proxy/proxies, kindly delete the words “the Chairman of the Meeting or failing him/her” and insert the name(s) of the person(s) desired.

---

Signature/Common Seal of Shareholder

Date:

**Notes:**

1. For the purpose of determining who shall be entitled to participate in this AGM, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. to make available to the Company, the **Record of Depositors as at 16 June 2026**. Only a member whose name appears on this Record of Depositors shall be entitled to participate in this AGM.
2. A member entitled to participate in this AGM is entitled to appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to participate in his/her place. A proxy may but need not be a member of the Company.
3. A Member shall be entitled to appoint not more than two (2) proxies to attend and vote at the same meeting and the appointment shall be invalid unless he specifies the proportions of his holdings to be represented by each proxy.
4. Where a member is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account (“omnibus account”) as defined under the Securities Industry (Central Depositories) Act, 1991, there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Central Depositories Act which is exempted from compliance with the provisions of Section 25A(1) of the Central Depositories Act.
5. The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the AGM or adjourned general meeting at which the person named in the appointment proposes to vote.

**a. In hard copy form**

In the case of an appointment made in hard copy form, the original proxy form must be deposited with the Share Registrar's office, Boardroom Share Registrars Sdn. Bhd. (“Boardroom”) of the Company at 11<sup>th</sup> Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

**b. By electronic means**

The proxy form can be electronically lodged with Boardroom via Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com>. Please follow the procedures set out in the Administrative Details for such lodgement. Alternatively, the proxy form can be emailed to Boardroom at [bsr.proxy@boardroomlimited.com](mailto:bsr.proxy@boardroomlimited.com).

6. Please ensure ALL the particulars as required in the proxy form are completed, signed and dated accordingly.
7. Last date and time for lodging the proxy form is **Sunday, 21 June 2026 at 10.30 a.m.**
8. Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with the Share Registrar of the Company at 11<sup>th</sup> Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia not less than forty-eight (48) hours before the time appointed for holding the AGM or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.
9. For a corporate member who has appointed an authorised representative, please deposit the **ORIGINAL** certificate of appointment of authorised representative with the Share Registrar of the Company at 11<sup>th</sup> Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia. The certificate of appointment of authorised representative should be executed in the following manner:
  - a. If the corporate member has a common seal, the certificate of appointment of authorised representative should be executed under seal in accordance with the constitution of the corporate member.
  - b. If the corporate member does not have a common seal, the certificate of appointment of authorised representative should be affixed with the rubber stamp of the corporate member (if any) and executed by:
    - i. at least two (2) authorised officers, of whom one shall be a director; or
    - ii. any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.
10. Pursuant to paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all the resolutions set out in the notice of any general meeting will be put to vote by poll.

**Personal Data Privacy:**

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 30 April 2026.

Fold This Flap For Sealing

2<sup>nd</sup> Fold Here

AFFIX  
STAMP

**KAWAN FOOD BERHAD**

Registration No. 200401001942 (640445-V)

**c/o Boardroom Share Registrars Sdn. Bhd.**

Registration No. 199601006647 (378993-D)

11<sup>th</sup> Floor, Menara Symphony  
No. 5, Jalan Prof. Khoo Kay Kim  
Seksyen 13, 46200 Petaling Jaya  
Selangor Darul Ehsan  
Malaysia

1<sup>st</sup> Fold Here

This page has been intentionally left blank.





[WWW.KAWANFOOD.COM](http://WWW.KAWANFOOD.COM)

**KAWAN FOOD BERHAD**

200401001942 (640445-V)

**Tel :** +603 3099 1188 **Fax :** +603 3099 1028

**Sales & Marketing :** +603 5511 8388

**Email :** [info@kawanfood.com](mailto:info@kawanfood.com)

---

Lot 129351, Jalan Sungai Pinang 4/19,  
Taman Perindustrian Pulau Indah, Selangor Halal Hub, Fasa 2C, 42920 Pulau Indah,  
Selangor Darul Ehsan, Malaysia.