

# CORPORATE GOVERNANCE REPORT

**STOCK CODE** : 5341  
**COMPANY NAME** : LAC Med Berhad  
**FINANCIAL YEAR** : December 31, 2025

## OUTLINE:

### **SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE**

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

### **SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PURSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA**

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

## SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

### Intended Outcome

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

### Practice 1.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board of Directors ("Board") of LAC Med Berhad ("LAC Med" or the "Company") is responsible for providing leadership and strategic oversight to ensure that the Company and its subsidiaries (the "Group")'s business and affairs are conducted ethically, effectively and in alignment with its strategic objectives. In discharging its responsibilities, the Board is committed to upholding high standards of corporate governance, transparency and accountability, recognising that sound governance practices are essential in safeguarding the long-term interests of shareholders and other stakeholders.</p> <p>The Board is guided by the Board Charter, which formalises its roles and responsibilities and serves as the primary reference and induction material for governance standards and the conduct of existing and future Board members.</p> <p>The Board Charter also defines the matters that require Board review and approval, including strategic planning, sustainability initiatives, major financial and investment decisions, corporate policies and significant transactions.</p> <p>This governance framework ensures that critical decisions remain under Board oversight while allowing the Group Chief Executive Officer ("GCEO") and management to execute approved strategies and operational matters effectively.</p> <p>To support the effective discharge of its roles and responsibilities, the Board has established the following Board Committees with specific delegated functions:</p> <ul style="list-style-type: none"><li>(i) Audit and Risk Management Committee ("ARMC"); and</li><li>(ii) Nomination and Remuneration Committee ("NRC").</li></ul>

	<p>These Committees operate under clearly defined Terms of Reference, focusing on specific areas of oversight and governance. They undertake detailed reviews and deliberations within their respective responsibilities and report their findings and recommendations to the Board on a regular basis, ensuring that key matters are appropriately escalated for the Board’s consideration. While the Committees provide focused oversight and recommendations, the Board retains ultimate responsibility for decision-making and the overall governance of the Group.</p> <p>The Board Charter and the Terms of Reference of the Board Committees are available on the Company’s website at <a href="http://www.lacmed.com">www.lacmed.com</a>.</p>	
<p><b>Explanation for departure</b></p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p><b>Measure</b></p>		
<p><b>Timeframe</b></p>		

### Intended Outcome

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

### Practice 1.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is chaired by Mr. Liew Yoon Kit, the Non-Independent Non-Executive Chairman. The Chairman is responsible for ensuring the Board's effectiveness and promoting the highest standards of integrity, probity and corporate governance throughout the Group.</p> <p>The roles and responsibilities of the Chairman are set out in the Board Charter, which is available on the Company's website at <a href="http://www.lacmed.com">www.lacmed.com</a>.</p> <p>The Chairman provides leadership to the Board and is responsible for ensuring the effective functioning of the Board, including leading Board meetings and deliberations, setting the Board agenda and facilitating constructive engagement among Directors and with senior management. The Chairman also plays a key role in promoting good corporate governance practices, ensuring that Directors receive timely and accurate information to support decision-making and fostering effective communication between the Board, management and stakeholders.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 1.3

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The roles of the Chairman and the GCEO are held by different individuals, ensuring a clear division of responsibilities between the leadership of the Board and the management of the Group.</p> <p>The position of Chairman is held by Mr. Liew Yoon Kit, the Non-Independent Non-Executive Chairman. The Chairman provides leadership to the Board and is responsible for ensuring the effective functioning of the Board.</p> <p>While the role of GCEO is held by Mr. Liew Yoon Poh, who is responsible for the day-to-day management and operations of the Group. The GCEO operates within the authority delegated by the Board, maintaining a clear separation between governance and management while being accountable to the Board for the Group's overall performance and results.</p> <p>This practice is formalised in the Board Charter to ensure continued adherence to this Practice.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 1.4

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

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>	
<b>Application</b> :	Applied
<b>Explanation on application of the practice</b> :	<p>The Board is guided by the principle that Chairman should not be a member of the ARMC or the NRC as his participation could result in self-review and compromise the objectivity of these Committees. As such, the Chairman, Mr. Liew Yoon Kit is not a member of these Committees, reinforcing his independence and ability to provide impartial oversight to the Board. He does not participate in any Board Committees' meetings.</p> <p>This practice is formalised in the Board Charter to ensure continued adherence to this Practice and to avoid impairing the objectivity during deliberations.</p>
<b>Explanation for departure</b> :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b> :	
<b>Timeframe</b> :	

### Intended Outcome

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

### Practice 1.5

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is supported by two (2) qualified and competent Company Secretaries, who will advise the Board on corporate governance matters and Board procedures, ensures that Board and Board Committee meetings are properly convened and documented and facilitates communication between the Board and management. The Company Secretaries also provides administrative support and ensures that Directors receive the necessary information to effectively discharge their duties.</p> <p>The Company Secretaries are members of the Malaysian Institute of Chartered Secretaries and Administrators and are qualified to act as Company Secretary pursuant to Section 235(2) of the Companies Act 2016.</p> <p>The Board members have unrestricted access to the professional advice and services of the Company Secretaries for the purpose of the Board's affairs and the Company's business.</p> <p>The main responsibilities of the Company Secretaries are set out in the Company's Board Charter, which is available on the Company's website at <a href="http://www.lacmed.com">www.lacmed.com</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 1.6

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Directors have unrestricted access to all relevant information, records and documents of the Group in discharging their duties.</p> <p>The Board meets regularly, with the schedule of meetings planned in advance to ensure sufficient time for discussion and decision-making. Notice of each meeting, together with the agenda and supporting papers, is circulated to all Directors at least 5 (five) days prior to the Board and Board Committees meetings, or shorter notice where it is unavoidable to allow adequate time for review and preparation. The Board may convene additional meetings as required to address urgent or emerging matters.</p> <p>The meeting papers are disseminated electronically to the Directors in advance of each meeting to allow sufficient time for review and preparation. Board members are encouraged to seek further clarification or additional information from the Management, through the Company Secretary, where required to facilitate informed decision-making and effective deliberation.</p> <p>The proceedings of the meetings were minuted by the Company Secretary and the minutes were subsequently circulated to the Directors for review and confirmation within a reasonable period.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

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

### Practice 2.1

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>In discharging its fiduciary duties and leadership responsibilities, the Board sets the appropriate tone at the top by establishing the strategic direction of the Group and providing oversight of management. The Board Charter serves as the primary reference and induction document, outlining the governance standards and expected conduct of both existing and future Board members. It also defines how the Board exercises its authority, and discharges and delegates responsibilities in overseeing the affairs of the Company.</p> <p>The objectives of this Board Charter are to ensure that all Board members are aware of their duties and responsibilities as Board members and the various legislations and regulations affecting their conduct and that the principles and practices of good corporate governance are applied in all their dealings in respect and on behalf of the Group.</p> <p>This Board Charter shall be periodically reviewed and updated by the Board taking into consideration the needs of the Group as well as any development in the rules and regulations that may have an impact on the discharge of the Board's duties and responsibilities.</p> <p>The Board Charter was adopted on 26 May 2025 and is available on the Company's website at <a href="http://www.lacmed.com">www.lacmed.com</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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### Intended Outcome

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

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

### Practice 3.1

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board considers it important that the Directors and employees understand the rules of conduct by which the Group operates and for which each of them is accountable and the consequences of non-adherence to these rules.</p> <p>The Group has adopted the Code of Conduct and Ethics ("COCE"), which sets out the standards of conduct and ethical principles that all Directors and employees are expected to uphold. The COCE applies across all jurisdictions and legal entities within the Group and may be supplemented by country- or business-specific regulatory requirements where applicable.</p> <p>The COCE broadly covers two key areas:</p> <ul style="list-style-type: none"><li>(i) Employee Conduct, which outlines standards of acceptable behaviour, personal integrity and workplace decorum, including the Group's policies on workplace harassment; and</li><li>(ii) Business Conduct, which sets out the standards for ethical business practices, including anti-corruption, the offering and receiving of gifts, hospitality and promotional expenses, dealings with third parties and the management of conflicts of interest.</li></ul> <p>The COCE is effectively communicated and is subject to regular review and updates, as necessary.</p> <p>The COCE is available on the Company's website at <a href="http://www.lacmed.com">www.lacmed.com</a>.</p>
<b>Explanation for departure</b>	:	

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

<b>Measure</b> :		
<b>Timeframe</b> :		

### Intended Outcome

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

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

### Practice 3.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is committed to the highest possible standards of ethical, moral, and legal conduct. To achieve this purpose, the Board has established the Whistle-blowing Policy to support good management practices and sound corporate governance practices within the Group and is also incorporated in the Board Charter.</p> <p>The Whistle-blowing Policy provides a framework for employees and other stakeholders to report concerns relating to violations of laws, regulations, business ethics and conduct, including illegal, fraudulent or embezzlement activities. The policy establishes a mechanism for receiving and responding to such reports, ensures protection against retaliation for individuals who raise concerns in good faith, and sets out guidelines for the proper documentation and retention of reports and related records.</p> <p>The Whistle-blowing Policy is effectively communicated and is subject to regular review and updates, as necessary.</p> <p>The Whistle-blowing Policy is available on the Company’s website at <a href="http://www.lacmed.com">www.lacmed.com</a></p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 4.1

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

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is responsible for overseeing the Group's sustainability goals and framework, while maintaining ultimate accountability for the identification and management of material environment, social and governance ("ESG") matters.</p> <p>The Board is supported by the Management, the Executive Committee ("EXCO") and the Sustainability Working Group ("SWG") in driving the Group's sustainability agenda. The EXCO provides operational leadership by translating the Board's directives into actionable, Group-wide plans and integrating sustainability initiatives into business strategies and operations. The SWG, comprising representatives from various departments, supports the day-to-day implementation of sustainability programmes and ensures the effective execution of related initiatives across the Group.</p> <p>The Group has conducted its first materiality assessment. Through this process, we prioritise material ESG matters by identifying risk and opportunities that hold significant potential to impact both our business and stakeholders. The Group recognise that sustainability-related risks and opportunities have a direct influence on our operational resilience, financial performance and long-term value creation.</p> <p>Details of the sustainability government framework, initiatives, materiality sustainability matters are set out in the Sustainability Statement in the Company's Annual Report 2025.</p>
<b>Explanation for departure</b>	:	

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

<b>Measure</b> :		
<b>Timeframe</b> :		

**Intended Outcome**

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

**Practice 4.2**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Board oversees the Company’s sustainability agenda and ensures that sustainability strategies, priorities, targets and performance are appropriately communicated to both internal and external stakeholders.</p> <p>This is achieved through regular updates to the Board, as well as disclosures in the Company’s Annual Report, Sustainability Statement and other corporate communications.</p> <p>During the financial year under review, the Group has conducted its first materiality assessment, which involved engaging internal stakeholders through an online survey and internal discussions to obtain their views and identify key sustainability matters relevant to the Group’s operations.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

### Practice 4.3

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>During the financial year under review, the Board continued to take appropriate steps to ensure that its members remain informed and understand sustainability issues relevant to the Group's operations, including climate-related risks and opportunities. The Board receives regular updates and briefings from the Management on emerging sustainability trends, ESG risks, climate-related matters and regulatory developments.</p> <p>These initiatives enable the Board to collectively provide effective oversight of the Group's sustainability strategies, priorities, targets, and performance, in line with Bursa Securities' Corporate Governance expectations.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 4.4

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

<b>Application</b>	:	Departure	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:	As the Company was listed on the Main Market of Bursa Securities on 10 December 2025, the integration of sustainability-related performance criteria into the formal performance evaluation of the Board and senior management has not yet been implemented. This is primarily due to the absence of a formal performance evaluation of the Board conducted for the financial year ended 31 December 2025.	
		Nevertheless, the Board has established the Company's sustainability framework and has identified the material sustainability matters relevant to the Group's operations. The Board remains committed to incorporating sustainability-related considerations into performance evaluations in future assessment cycles, in line with best corporate governance practices.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
<b>Timeframe</b>	:	Choose an item.	

**Intended Outcome**

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

**Practice 4.5- Step Up**

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

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

<b>Application</b>	:	Not Adopted
<b>Explanation on adoption of the practice</b>	:	

**Intended Outcome**

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

**Practice 5.1**

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Nomination and Remuneration Committee (“NRC”) is responsible for ensuring that the composition of the Board is refreshed periodically and that each Director’s tenure is appropriately reviewed.</p> <p>The NRC has conducted a fit and proper assessment of the retiring directors who seek for re-election at the forthcoming Annual General Meeting (“AGM”) pursuant to the Director’s’ Fit and Proper Policy adopted by the Company. The assessment includes the submission of the Directors’ Declaration of Fit and Proper by the retiring Directors to the NRC.</p> <p>Based on the evaluation of the individual Directors, the NRC was satisfied with the performance of the retiring Directors and the Board has on 27 February 2026 concurred with the NRC, to recommend the retiring Directors for re-election at the forthcoming AGM.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 5.2

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

<b>Application</b>	:	Applied														
<b>Explanation on application of the practice</b>	:	<p>The Board consists of six (6) members, comprising a Non-Independent Non-Executive Chairman, one (1) Non-Independent Executive Director, one (1) Non-Independent Non-Executive Director, one (1) Senior Independent Non-Executive Director and two (2) Independent Non-Executive Directors.</p> <p>The Group ensures that at least two (2) directors or one-third (1/3) of the Board, whichever is higher, are Independent Directors and that the Board includes at least one (1) female director.</p> <table border="1"> <thead> <tr> <th>Name</th> <th>Directorship</th> </tr> </thead> <tbody> <tr> <td>Liew Yoon Kit</td> <td>Non-Independent Non-Executive Chairman</td> </tr> <tr> <td>Liew Yoon Poh</td> <td>Group Chief Executive Officer</td> </tr> <tr> <td>Chan Yue Mun</td> <td>Non-Independent Non-Executive Director</td> </tr> <tr> <td>Dato' Ng Wan Peng</td> <td>Senior Independent Non-Executive Director</td> </tr> <tr> <td>Lim Su May</td> <td>Independent Non-Executive Director</td> </tr> <tr> <td>Goh Teck Hong</td> <td>Independent Non-Executive Director</td> </tr> </tbody> </table> <p>The Board comprises three (3) Independent Directors, representing 50% of the total Board composition.</p>	Name	Directorship	Liew Yoon Kit	Non-Independent Non-Executive Chairman	Liew Yoon Poh	Group Chief Executive Officer	Chan Yue Mun	Non-Independent Non-Executive Director	Dato' Ng Wan Peng	Senior Independent Non-Executive Director	Lim Su May	Independent Non-Executive Director	Goh Teck Hong	Independent Non-Executive Director
Name	Directorship															
Liew Yoon Kit	Non-Independent Non-Executive Chairman															
Liew Yoon Poh	Group Chief Executive Officer															
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Goh Teck Hong	Independent Non-Executive Director															
<b>Explanation for departure</b>	:															
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>																
<b>Measure</b>	:															
<b>Timeframe</b>	:															

### Intended Outcome

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

### Practice 5.3

The tenure of an independent director does not exceed a cumulative term limit of nine years. Upon completion of the nine years, an independent director may continue to serve on the board as a non-independent director.

If the board intends to retain an independent director beyond nine years, it should provide justification and seek annual shareholders' approval through a two-tier voting process.

<b>Application</b>	:	Applied									
<b>Explanation on application of the practice</b>	:	Being the first year of the Board's appointment, no Independent Director has exceeded the prescribed tenure limit.									
		<table border="1"><thead><tr><th>Name</th><th>Date of Appointment</th></tr></thead><tbody><tr><td>Dato' Ng Wan Peng</td><td>15 April 2025</td></tr><tr><td>Lim Su May</td><td>15 April 2025</td></tr><tr><td>Goh Teck Hong</td><td>15 April 2025</td></tr></tbody></table>	Name	Date of Appointment	Dato' Ng Wan Peng	15 April 2025	Lim Su May	15 April 2025	Goh Teck Hong	15 April 2025	
		Name	Date of Appointment								
		Dato' Ng Wan Peng	15 April 2025								
Lim Su May	15 April 2025										
Goh Teck Hong	15 April 2025										
As stated in the Board Charter, if the Board intends to retain an Independent Director beyond nine (9) years, it shall justify and seek annual shareholders' approval through a two-tier voting process.											
<b>Explanation for departure</b>	:										
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>											
<b>Measure</b>	:										
<b>Timeframe</b>	:										

**Intended Outcome**

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

**Practice 5.4 - Step Up**

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

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

### Intended Outcome

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

### Practice 5.5

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The current Board comprises Directors from diverse professional and industry backgrounds, bringing with them a broad range of skills, experience and expertise in areas such as finance, business management, operations and corporate governance, which enables the Board to provide effective oversight and strategic guidance to the Group.</p> <p>The Board ensures that the appointment, reappointment and re-election of Directors are conducted through a formal, rigorous and transparent process based on objective criteria, merit and diversity. In assessing suitability, due consideration is given to the Directors' character, integrity, competence, experience and time commitment.</p> <p>To support this process, the Group has adopted a Director's Fit and Proper Policy to guide the Nomination and Remuneration Committee and the Board in evaluating candidates for Board appointment and Directors seeking re-election. The copy of the Director's Fit and Proper Policy is available on the Company's website at <a href="http://www.lacmed.com">www.lacmed.com</a></p> <p>None of the Directors holds more than five (5) directorships in listed companies.</p>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 5.6

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board recognises the importance of a formal and transparent nomination process and, where appropriate, will source potential directors through a combination of professional search firms, industry associations, regulatory recommendations, and established networks. This approach is intended to ensure that candidates possess the requisite expertise, independence, and diversity to effectively support the Company's strategic direction and governance framework.</p> <p>In view of the Company's recent listing on the Main Market of Bursa Securities on 10 December 2025, the current approach enables the Board to maintain continuity and stability while ensuring that its composition remains aligned with the Company's immediate strategic priorities. The Board will continue to review and enhance its sourcing practices periodically as part of its ongoing commitment to uphold high standards of corporate governance.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

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

## Practice 5.7

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board ensures that the shareholders are provided with relevant information to support informed decision-making on the appointment and re-election of Directors. This includes their age, gender, directorships in other public companies and listed issuers, qualification, working experience and any conflict of interest as well as their shareholdings in the Company, if any.</p> <p>The profile of the Directors who are seeking for re-election are also set out on pages 15 to 20 of the Annual Report and available on the Company's website at <a href="http://www.lacmed.com">www.lacmed.com</a>.</p> <p>A Statement on the Board has supported the Nomination and Remuneration Committee's recommendation for the proposed re-election of the Directors retiring at the upcoming AGM, namely Mr. Liew Yoon Kit, Mr. Liew Yoon Poh, Dato' Ng Wan Peng, Mr. Goh Teck Hong, Mr. Chan Yue Mun and Ms. Lim Su May along with the justifications why the Board supports the re-election of the said Directors have been included in the Explanatory Notes of the Company's Notice of AGM.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 5.8

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

<b>Application</b>	:	Applied		
<b>Explanation on application of the practice</b>	:	The Nomination and Remuneration Committee ("NRC") is chaired by the Senior Independent Non-Executive Director and comprises solely Independent Non-Executive Directors.		
		<b>Name</b>	<b>Designation</b>	<b>Directorship</b>
		Dato' Ng Wan Peng	Chairperson	Senior Independent Non-Executive Director
		Lim Su May	Member	Independent Non-Executive Director
Goh Teck Hong	Member	Independent Non-Executive Director		
<b>Explanation for departure</b>	:			
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>				
<b>Measure</b>	:			
<b>Timeframe</b>	:			

**Intended Outcome**

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

**Practice 5.9**

The board comprises at least 30% women directors.

<b>Application</b>	:	Applied							
<b>Explanation on application of the practice</b>	:	<p>The Board currently consists of six (6) Directors, including two (2) female Directors, representing 33% of the Board, reflecting the Board's commitment to diversity and inclusivity in its composition.</p> <p>The female Directors are:</p> <table border="1"> <thead> <tr> <th>Name</th> <th>Directorship</th> </tr> </thead> <tbody> <tr> <td>Dato' Ng Wan Peng</td> <td>Senior Independent Non-Executive Director</td> </tr> <tr> <td>Lim Su May</td> <td>Independent Non-Executive Director</td> </tr> </tbody> </table>		Name	Directorship	Dato' Ng Wan Peng	Senior Independent Non-Executive Director	Lim Su May	Independent Non-Executive Director
Name	Directorship								
Dato' Ng Wan Peng	Senior Independent Non-Executive Director								
Lim Su May	Independent Non-Executive Director								
<b>Explanation for departure</b>	:	  							
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>									
<b>Measure</b>	:								
<b>Timeframe</b>	:								

**Intended Outcome**

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

**Practice 5.10**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>During the financial year under review, the Board established and adopted a Gender Diversity Policy to guide the recruitment of candidates from diverse backgrounds, review succession planning with emphasis on gender diversity and promote an inclusive culture at the Board and senior management levels. This is reflected in the presence of two (2) female Directors on the Board.</p> <p>The Corporate Governance Overview Statement in the Annual Report 2025 includes a summary of the Group’s Gender Diversity Policy, highlighting the Board’s commitment to gender diversity and inclusive practices at both the Board and senior management levels.</p> <p>The Gender Diversity Policy is also available on the Company’s website at <a href="http://www.lacmed.com">www.lacmed.com</a>.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

## Intended Outcome

Stakeholders are able to form an opinion on the overall effectiveness of the board and individual directors.

### Practice 6.1

The board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The board should disclose how the assessment was carried out its outcome, actions taken and how it has or will influence board composition.

For Large Companies, the board engages an independent expert at least every three years, to facilitate objective and candid board evaluation.

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	: <p>The Nomination and Remuneration Committee (“NRC”) has conducted a fit and proper assessment in line with the Director’s Fit and Proper Policy, including the submission of Directors’ Declaration of Fit and Proper by the retiring Directors to the NRC for evaluation.</p> <p>The results of the assessment form the basis of the NRC’s recommendation to the Board for the re-election of Directors at the forthcoming AGM.</p> <p>As the Company was newly listed on the Main Market of Bursa Securities, the Board acknowledges the importance of continuous improvement and will progressively enhance and formalise its assessment processes to further strengthen the evaluation of the Board, Board Committees, and individual Directors, in line with best corporate governance practices.</p>
<b>Explanation for departure</b>	:  
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b>	:  
<b>Timeframe</b>	:  

### Intended Outcome

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

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

### Practice 7.1

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Board has established a Remuneration Policy to guide the Nomination and Remuneration Committee in determining and recommending appropriate remuneration for the Directors and Key Senior Management (“KSM”). The Policy is designed to align with shareholders’ interests through a pay-for-performance approach.</p> <p>Executive Director and KSM: Fixed salaries are based on roles, responsibilities, experience, and market conditions, while variable remuneration is linked to individual and business performance, with targets set and reviewed annually.</p> <p>Non-Executive Directors: Remuneration comprises fixed fees and meeting allowances, reviewed periodically against market benchmarks.</p> <p>The Remuneration Policy is available on the Company’s website at <a href="http://www.lacmed.com">www.lacmed.com</a>.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

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

### Practice 7.2

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	The Board has established a Nomination and Remuneration Committee ("NRC") to implement its policies and procedures on remuneration, including reviewing and recommending matters relating to the remuneration of the Directors and Key Senior Management. The NRC operates under written Terms of Reference, which set out its authority and duties.  The Terms of Reference of the NRC is available on the Company's website at <a href="http://www.lacmed.com">www.lacmed.com</a> .
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

**Practice 8.1**

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	The detailed disclosure of the remuneration of the individual Directors are disclosed in the Corporate Governance Overview Statement in the Annual Report 2025 and page 34 of this report.

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Liew Yoon Kit	Non-Executive Non-Independent Director	42,500	8,000	-	-	-	-	50,500	42,500	8,000	-	-	-	-	50,500
2	Liew Yoon Poh	Executive Director	-	-	270,000	-	20,263	33,096	323,359	-	-	452,572	-	31,319	55,705	539,596
3	Chan Yue Mun	Non-Executive Non-Independent Director	42,500	8,000	-	-	-	-	50,500	42,500	8,000	-	-	-	-	50,500
4	Dato' Ng Wan Peng	Independent Director	42,500	8,000	-	-	-	-	50,500	42,500	8,000	-	-	-	-	50,500
5	Lim Su May	Independent Director	42,500	8,000	-	-	-	-	50,500	42,500	8,000	-	-	-	-	50,500
6	Goh Teck Hong	Independent Director	42,500	8,000	-	-	-	-	50,500	42,500	8,000	-	-	-	-	50,500
7	Hong Chong Chet (Resigned on 15.4.2025)	Executive Director	-	-	-	-	-	-	-	-	-	97,960	-	-	23,784	121,744
8	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
9	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

### Intended Outcome

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

### Practice 8.2

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

<b>Application</b>	:	Departure	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:	The Board has decided to not to disclose the top five (5) senior management's remuneration by individual components due to confidentiality considerations.	
		As an alternative, the Group disclosed on a named basis of the top five (5) senior management's remuneration component in total in bands of RM50,000.	
		Name	Remuneration Band (RM'000)
		Hong Chong Chet	300 – 350
		Thean Yain Peng	500 – 550
		Teh Peng Ting	500 – 550
		Sum Sheau San	350 – 400
		Choo Mei Peng <sup>(1)</sup>	150 - 200
		<sup>(1)</sup> Computed from the date of joining in the financial year ended 31 December 2025	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
<b>Timeframe</b>	:	Choose an item.	

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

**Intended Outcome**

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

**Practice 8.3 - Step Up**

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

<b>Application</b>	:	Not Adopted
<b>Explanation on adoption of the practice</b>	:	

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

**Intended Outcome**

There is an effective and independent Audit Committee.

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

**Practice 9.1**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Board is guided by the principle that Chairman should not be a member of the ARMC and NRC as his participation could result in self-review and compromise the objectivity of these Committees.</p> <p>The Chairman of the ARMC is Mr. Goh Teck Hong, while the Board is chaired by Mr. Liew Yoon Kit. As such, the Chairman of the ARMC is distinct from the Chairman of the Board.</p> <p>Having the positions of the Chairman of the Board and Chairman of the ARMC assumed by different individuals allows the Board to objectively review the ARMC's findings and recommendations.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

There is an effective and independent Audit Committee.

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

**Practice 9.2**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The ARMC observes the External Auditors Policy, which requires any former partner of the external audit firm to observe a cooling-off period of at least three (3) years before being appointed as a member of the ARMC.</p> <p>The ARMC recognises that the independence of the external auditors is fundamental to the integrity of the external audit process. In recommending the appointment or re-appointment of the external auditors to the Board, the ARMC undertakes an annual assessment of their independence, performance and suitability.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 9.3

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The ARMC has established policies and procedures to assess the suitability, objectivity and independence of the external auditors pursuant to the External Auditors Policy adopted by the Company. As part of this process, the ARMC conducts an annual evaluation of the external auditors based on criteria such as the quality of audit services, adequacy of resources, audit scope, timeliness of deliverables and the independence of the external auditors. This assessment supports the ARMC's recommendation to the Board on the appointment or re-appointment of the external auditors.</p> <p>The ARMC also received written assurance from the external auditors, Crowe Malaysia PLT confirming that they are independent in accordance with the relevant professional and regulatory requirements.</p> <p>Based on the annual assessment conducted, the ARMC is satisfied with the external auditors' independence, performance and suitability and has recommended their re-appointment to the Board for shareholders' approval at the forthcoming AGM.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

<b>Application</b>	:	Adopted												
<b>Explanation on adoption of the practice</b>	:	<p>The ARMC operates under written Terms of Reference. In accordance with the Terms of Reference, the members of the ARMC are appointed by the Board from among its Directors and shall comprise at least three (3) members, all of whom must be Non-Executive Directors, with a majority being Independent Non-Executive Directors.</p> <p>Current composition of ARMC is as follows:</p> <table border="1"><thead><tr><th>Name</th><th>Designation</th><th>Directorship</th></tr></thead><tbody><tr><td>Goh Teck Hong</td><td>Chairman</td><td>Independent Non-Executive Director</td></tr><tr><td>Dato' Ng Wan Peng</td><td>Member</td><td>Senior Independent Non-Executive Director</td></tr><tr><td>Lim Su May</td><td>Member</td><td>Independent Non-Executive Director</td></tr></tbody></table>	Name	Designation	Directorship	Goh Teck Hong	Chairman	Independent Non-Executive Director	Dato' Ng Wan Peng	Member	Senior Independent Non-Executive Director	Lim Su May	Member	Independent Non-Executive Director
Name	Designation	Directorship												
Goh Teck Hong	Chairman	Independent Non-Executive Director												
Dato' Ng Wan Peng	Member	Senior Independent Non-Executive Director												
Lim Su May	Member	Independent Non-Executive Director												

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 9.5

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The ARMC is chaired by Mr. Goh Teck Hong, who is a Certified Practising Accountant of CPA Australia and a Chartered Accountant of the Malaysian Institute of Accountants.</p> <p>All members of the ARMC are financially literate and possess the experience and expertise necessary to effectively discharge their oversight responsibilities. The ARMC recognises the importance of continuous professional development to ensure its members remain effective in discharging their duties.</p> <p>Details of the training programmes attended by the ARMC members are disclosed in Annual Report 2025.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

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

### Practice 10.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board acknowledges that an effective risk management and internal control system is essential in supporting the achievement of the Group’s strategic objectives, enhancing operational efficiency, ensuring compliance with applicable laws and regulations, and managing risks to an acceptable level.</p> <p>With the support of the Management, the Board has established an Enterprise Risk Management (“ERM”) framework and policy to identify, assess, manage and monitor risks that may affect the achievement of the Group’s strategic and business objectives. The Board acknowledges its overall responsibility for maintaining a sound system of risk management and internal control within the Group, while the Management is responsible for the day-to-day implementation and monitoring of these systems.</p> <p>The Board, through the ARMC, oversees the adequacy and effectiveness of the Group’s risk management and internal control framework.</p> <p>Further details of the Group’s risk management and internal control framework are set out in the Statement on Risk Management and Internal Control in the Annual Report 2025.</p>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

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

**Practice 10.2**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The Board has disclosed the features of the Group’s risk management and internal control framework in the Statement of Risk Management and Internal Control of the Annual Report 2025, which has been reviewed by the external auditors.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

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

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

**Practice 10.3 - Step Up**

The board establishes a Risk Management Committee, which comprises a majority of independent directors, to oversee the company's risk management framework and policies.

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	The Board has established an Audit and Risk Management Committee, comprising three (3) Independent Non-Executive Directors, all of whom are independent. The ARMC is responsible for overseeing the Company's risk management framework and policies.

**Intended Outcome**

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

**Practice 11.1**

The Audit Committee should ensure that the internal audit function is effective and able to function independently.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The internal audit function provides independent and objective assurance to the Board, through the ARMC, on the adequacy and effectiveness of the Group’s risk management, internal control and governance processes.</p> <p>The Group maintains an in-house internal audit function led by the Head of Internal Audit and Risk Management, who reports functionally to ARMC to preserve independence.</p> <p>The internal audit function develops and executes a risk-based annual audit plan, approved by the ARMC, to ensure that high-risk areas across the Group’s operations are assessed systematically.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

## Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

### Practice 11.2

The board should disclose–

- whether internal audit personnel are free from any relationships or conflicts of interest, which could impair their objectivity and independence;
- the number of resources in the internal audit department;
- name and qualification of the person responsible for internal audit; and
- whether the internal audit function is carried out in accordance with a recognised framework.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Following the Company’s listing on the Main Market of Bursa Securities on 10 December 2025, the Group established an in-house internal audit function on 6 October 2025, led by the Head of Internal Audit and Risk Management (“HIARM”), who is a fellow member of the Association of Chartered Accountants.</p> <p>Currently, the internal audit function is supported solely by the HIARM. Nevertheless, the Group has plans to progressively strengthen the function through the recruitment of additional personnel as the Group’s operations expand and the complexity of its activities increases. The HIARM is independent of the operational activities of the Group and has no family relationships or conflicts of interest with any Directors and/or major shareholders of the Company that could impair her objectivity and independence.</p> <p>The internal audit function adopts a risk-based approach in carrying out its activities and operates in accordance with the International Professional Practices Framework issued by the Institute of Internal Auditors Malaysia. This ensures that internal audit reviews are conducted in a systematic, disciplined, and professional manner, providing independent assurance on the adequacy and effectiveness of the Group’s governance, risk management, and internal control processes.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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### Intended Outcome

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

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

### Practice 12.1

The board ensures there is effective, transparent and regular communication with its stakeholders.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is committed to building long-term relationships with stakeholders through open and transparent communication.</p> <p>Since the launch of the Prospectus of the Company on 14 November 2025, the Group has engaged with the stakeholders via investor briefings, analyst meetings, media releases, the Company’s website and ongoing dialogue with the regulators, customers and business partners. Feedback received is considered in strategic decision-making and risk management to strengthen trust and long-term value creation.</p> <p>The Company’s Investor Relations (“IR”) section provides relevant information on operations, financial performance, announcements and corporate governance. Stakeholders may also contact the IR team at <a href="mailto:IR@lacmed.com">IR@lacmed.com</a>.</p> <p>The Group’s Shareholder &amp; Stakeholder Communication Policy is available on the Company’s website at <a href="http://www.lacmed.com">www.lacmed.com</a>, reinforcing its commitment to timely and effective engagement, including in relation to the forthcoming AGM.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

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

**Practice 12.2**

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

<b>Application</b>	:	Not applicable – Not a Large Company	
<b>Explanation on application of the practice</b>	:	Please provide an explanation on how the practice is being applied.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

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

**Practice 13.1**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Company was listed on the Main Market of Bursa Securities on 10 December 2025 and the First AGM is scheduled to be held on 18 May 2026.</p> <p>The Company will serve the notice of AGM to the shareholders at least 28 days prior to the AGM, allowing shareholders sufficient time to consider the agenda and exercise their rights to attend, speak and vote.</p> <p>The Company will also publish the notice of AGM on its website, announce on the website of Bursa Securities and advertise in a local newspaper.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

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

**Practice 13.2**

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Company was listed on the Main Market of Bursa Securities on 10 December 2025 and the First AGM is scheduled to be held on 18 May 2026.</p> <p>All Directors will be present at the forthcoming AGM of the Company to enable the shareholders to raise questions and concerns directly to the respective Directors and Board Committees Chairperson.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
<b>Timeframe</b>	:	Choose an item.	

**Intended Outcome**

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

**Practice 13.3**

Listed companies should leverage technology to facilitate–

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

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Company’s First AGM will be held at Greens III, Sports Wing, Jalan Kelab Tropicana, Tropicana Golf and Country Resort, 47410 Petaling Jaya Selangor on 18 May 2026 and is open to all shareholders, proxies and authorised representatives as provided in the Company’s Constitution. All resolutions proposed at the AGM will be voted on by poll.</p> <p>The Company will leverage technology to facilitate electronic voting for the conduct of poll on all resolutions.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

### Practice 13.4

The Chairman of the board should ensure that general meetings support meaningful engagement between the board, senior management and shareholders. The engagement should be interactive and include robust discussion on among others the company's financial and non-financial performance as well as the company's long-term strategies. Shareholders should also be provided with sufficient opportunity to pose questions during the general meeting and all the questions should receive a meaningful response.

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i>	
<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	: The Company's First AGM will be held at Greens III, Sports Wing, Jalan Kelab Tropicana, Tropicana Golf and Country Resort, 47410 Petaling Jaya Selangor on 18 May 2026.  The GCEO will also present the performance of the Group for the financial year ended 31 December 2025 and the strategies moving forward.  The Chairman of the Board will ensure that the upcoming AGM support meaningful engagement between the Board, senior management and the shareholders. Sufficient opportunity will be provided to the shareholders to pose questions during the AGM and all the questions shall receive a meaningful response.
<b>Explanation for departure</b>	:  
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b>	:  
<b>Timeframe</b>	:  

**Intended Outcome**

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

**Practice 13.5**

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

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.</i>	
<b>Application</b> :	Not applicable – only physical general meetings were conducted in the financial year
<b>Explanation on application of the practice</b> :	
<b>Explanation for departure</b> :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b> :	
<b>Timeframe</b> :	

**Intended Outcome**

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

**Practice 13.6**

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

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	: The First AGM of the Company will be held on 18 May 2026. The Company will publish the minutes of the said AGM on the Company’s website at <a href="http://www.lacmed.com">www.lacmed.com</a> not later than 30 business days after the conclusion of the AGM, which will include details of the meeting proceedings, as well as issues and concerns raised by shareholders together with the responses provided by the Board and/or Key Senior Management.
<b>Explanation for departure</b>	:  
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b>	:  
<b>Timeframe</b>	:  

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

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

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