

Kuok (Singapore) Limited Conflict of Interest Policy Statement

Our Commitment

Kuok (Singapore) Limited, its subsidiaries, and companies over which it has operational control (collectively, "Kuok Group Singapore", "KGSg" or "the Group") are committed to conducting business with integrity, fairly, impartially and in compliance with all applicable laws and regulations wherever we operate. As such, we expect our employees to always act in the best interests of the Group and to avoid situations where personal interests may interfere, or appear to interfere, with their professional responsibilities and business judgment.

The Group is committed to identifying, disclosing, and appropriately managing conflicts of interest to maintain the trust of our employees, customers, suppliers, business partners, and all other stakeholders. This Statement sets out the key principles that underpin the Group's approach to managing conflicts of interest.

What is a Conflict of Interest?

A conflict of interest arises when an employee's private or personal interests could influence, or appear to influence, the objective and impartial performance of their duties on behalf of the Group.

Conflicts of interest may be:

- **Actual** – where a direct conflict exists between an employee's personal interests and their professional responsibilities to the Group.
- **Apparent** – where it could reasonably be perceived that personal interests may improperly influence professional judgment, whether or not that is actually the case.
- **Potential** – where personal interests do not currently conflict with professional responsibilities but may do so in the future.

Our Principles

Integrity and Transparency

Employees of the Group are required to maintain the highest standards of integrity in all business relationships. We expect our employees to act honestly, transparently, and always in the best interests of the Group – never for personal gain at the Group's expense.

Identifying and Disclosing Conflicts of Interest

Employees are required to promptly identify and disclose any actual, apparent, or potential conflict of interest. Where there is uncertainty as to whether a situation constitutes a conflict of interest, employees are expected to seek guidance and make a disclosure so that the matter can be appropriately assessed. The Group takes a proactive approach: when in doubt, disclose.

Managing Conflicts of Interest

The Group assesses all disclosed conflicts of interest on a case-by-case basis, considering the nature and extent of personal interest, the employee's role and responsibilities, and any potential impact on the Group. Where appropriate, measures will be implemented to manage, mitigate, or eliminate conflicts of interest. Employees may be required to abstain from participating in certain decisions, activities, or business dealings where a



conflict of interest exists. The Group reserves the right to take appropriate action to protect its interests and uphold its commitment to integrity and transparency.

Third Parties and Business Partners

The Group expects its business partners, suppliers, contractors, and third parties acting on its behalf to similarly uphold high standards of integrity and to identify and disclose any conflicts of interest that may affect their dealings with the Group. This expectation forms part of the Group's broader commitment to ethical business conduct throughout its business relationships.

Accountability

Non-compliance with the Group's conflict of interest obligations, including failure to disclose a conflict of interest, or submission of inaccurate or misleading information, is taken seriously and may result in appropriate corrective or disciplinary action.

Reporting Concerns

The KSL Group encourages employees, business partners, and other stakeholders to raise any concerns regarding suspected conflicts of interest or other compliance matters involving the Group. Reports may be made through the Group's Whistleblowing channels, which can be found [here](#). All reports will be handled in accordance with the Group's Whistleblowing Policy.