

CORPORATE GOVERNANCE REPORT

STOCK CODE : 0034
COMPANY NAME : MMAG HOLDINGS BERHAD
FINANCIAL YEAR : March 31, 2026

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.

Application	:	Applied
Explanation on application of the practice	:	The Group is led by an experienced and effective Board. All Board members uphold independent judgement to review and deliberate issues of strategy, performance, resources and standards of conduct. The Board is responsible for the stewardship of the business and affairs of the Group and collectively responsible for delivery of sustainable value to its shareholders. In discharging its fiduciary duties and leadership functions, the Board has governed and set the strategic direction of the Group while exercising oversight on management. The Board ensured that it had set the appropriate tone from the top, providing clear leadership and championing good governance and ethical practices throughout the Group. During the 18-month financial period ended 31 March 2026, the Board has discharged its fiduciary duties, leadership functions and responsibilities has, among others:- - reviewed, challenged and deliberated on management's proposal for the Group and monitor its implementation by Key Senior Management; - monitored and regularly reviewed the strategic direction of the Group and the progress of the Group's operations, taking into changes in the business and political environment, risk factors such as level of competition and to determine the business being properly managed and supports long term value creation; - ensured there is a sound framework for internal controls and risk management; - ensured that Key Senior Management has the necessary skills and experience and measures in place to ensure orderly succession planning within the Group; - ensured the integrity of the financial and non-financial reporting of the Group; - ensured that the Company's financial statements are true and fair and conform to the relevant standards, rules and regulations; and

	- reviewed and evaluated every business plan and proposal, CAPEX and budget for the financial year. Kindly refer to the Corporate Governance Overview Statement in the Annual Report 2026 for further details on Board Leadership.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The position of Chairman of the Board is currently vacant and the Board has, at this juncture, decided to operate without a designated Chairman. The Board collectively assumes the roles of leadership and oversight to ensure effective governance and decision-making. The Directors remain committed to upholding high standards of corporate governance and ensuring that the responsibilities typically undertaken by the Chairman are adequately discharged on a collective basis.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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.

Application	:	Applied	
Explanation on application of the practice	:	As of the date of this report, the positions of Chairman of the Board and the Chief Executive Officer ("CEO") are vacant. The Board acknowledges the importance of maintaining a clear division of responsibilities between the Chairman and the CEO. Accordingly, when these appointments are made, the Board will ensure that the positions are held by separate individuals.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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>		
Application	:	Applied
Explanation on application of the practice	:	The Board will ensure that upon appointment of a Board Chairman, the appointee will not be a member of any of these Board Committees.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied
Explanation on application of the practice	:	The Board is supported by experienced and competent Company Secretaries. Both are members of the Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA") and also holders of professional certificates as qualified Company Secretaries under Section 235(2) of the Companies Act 2016. The Company Secretaries are responsible for ensuring the Board procedures are followed and the applicable rules and regulations for the conduct of the affairs at the Board are complied with. The Company Secretary advises the Board on issues relating to the Company's Constitution, corporate governance best practices and compliance with laws, rules and regulatory requirements. The Company Secretaries are to organise, attend and ensure that all Board meetings are properly convened, and that important issues of deliberation are accurately recorded in the minutes. Record of the Minutes and resolutions passed are kept at the registered office under the custody of the Company Secretaries.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied	
Explanation on application of the practice	:	The Board meeting materials are circulated to Directors at least one week prior to each Board meeting to facilitate Board members to evaluate and make informed and timely decision making. All Board members reviewed and confirmed the minutes of the meetings to ensure they accurately reflect the deliberations and decisions of the Board, including whether any Director abstained from voting or deliberate on a particular matter.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

Application	:	Applied
Explanation on application of the practice	:	The Board is guided by the Board Charter, which set out amongst the responsibilities, authorities, procedures, evaluation and structures of the Board and Board Committees as well as the relationship between the Board with its management and shareholders. This is ensuring that all Board members are aware of the fiduciary duties and responsibilities, various legislations and regulations affecting their conduct, the need for safeguarding the interests of the shareholders, and other stakeholders, and that highest standards of corporate governance are applied to all their dealings in respect and on behalf of the Company. The Board Charter was last reviewed on 28 July 2026 and updated on the Company's website at www.mmag.com.my. Notwithstanding that the Board Charter is subject to periodic review to ensure their relevance and compliance.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied	
Explanation on application of the practice	:	The Directors are expected to conduct themselves with the highest ethical standards by setting the appropriate tone at the top, providing thought leadership and championing good governance and ethical practices throughout the Group. All Directors and employees are expected to conduct themselves ethically and professionally at all time and thereby protect and uphold the reputation and performance of the Group. The Company has adopted the Code of Conduct and Ethics, which is available on the Company’s website: www.mmag.com.my .	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

Application	:	Applied
Explanation on application of the practice	:	The Company's Whistleblowing Policy encourages its employees to raise genuine concerns about possible impropriety of practice and proceedings, suspected violations of the Code of Conduct and Ethics and to disclose any improper conduct or other malpractices within the Group. The Policy is to provide the communication channels for employees of the Group and agents, suppliers, consumers and related third party to raise concerns about the improper conduct within the Group and to offer protection for such persons (including the employees of the Group) who can report such allegations in person to its Human Resource Manager ("HRM") and Executive Directors ("ED") or in writing to ED. However, if it involves a sensitive issue that may not be convenient to convey to EDs, then the employee or Third Party can contact the Independent Non-Executive Director. The Whistleblowing Policy is published on the Company's website: www.mmag.com.my.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied	
Explanation on application of the practice	:	The Board is responsible for developing and growing the business in a sustainable manner, which will support long term value creation for all stakeholders.	
		Senior Managements and Head of Departments/Divisions are committed to provide support to manage integration of sustainability in the operations of the Company.	
		The Board aims to create a culture of sustainability within the Group and the community, with an emphasis on integrating the social, environmental and governance considerations into decision making and the delivery of outcomes.	
		Our sustainability related activities undertaken and targets set out by the Company have been disclosed in the Sustainability Statement in the Annual Report 2026.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

Application	:	Applied	
Explanation on application of the practice	:	The Group believes that continual engagement with our stakeholders is crucial in making our sustainability focus known. The needs and expectations of our stakeholders can be met through open two-way communication, which subsequently enhances trust from our stakeholders and promotes the Group's accountability. For internal stakeholders, sustainability matters are communicated to the employees in training programs and workshops, townhall meetings, internal newsletters, memos and corporate events. For external stakeholders, the sustainability strategies, priorities, targets and progress are communicated via the corporate website, annual report, social media, general meetings, quarterly financial announcements and etc. Further details on the practices that the Group adopted to engage with internal and external stakeholders are disclosed in the Sustainability Statement of the Annual Report 2026.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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.

Application	:	Applied	
Explanation on application of the practice	:	The Board is cognisant that Directors are expected to have a strong understanding and be able to engage with management in addressing sustainability-related risks. The Board members keep themselves apprised of relevant sustainability developments by presentation of updates, reading and also discussions. The Board is committed to staying abreast of sustainability issues associated with the ever-evolving operating environment which are relevant to its business, including supply-chain risk, supporting labour rights, and others. This may include, but is not limited to periodic updates by Bursa Malaysia Securities Berhad (“Bursa Securities”), Securities Commission Malaysia and the training programmes attended by them respectively.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

Application	:	Applied	
Explanation on application of the practice	:	The Board had, through its Nomination Committee, carried out an annual performance evaluation on the Board on the aspects of its size, structure, mix of skills, knowledge, experience, qualities, diversity in age, gender, race and ethnicity, effectiveness and frequency of Board Meetings held during the year, as well as effectiveness in addressing the Company's material sustainability risks and opportunities.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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.

Application	:	Applied
Explanation on application of the practice	:	The Nomination Committee oversees the overall composition of the Board in terms of size, mix of skills, experience and core competencies and the balance between Executive Directors and Non-Executive Directors. The effectiveness of the Board as a whole and the contribution of each Director to the effectiveness of the Board and the contribution of the Board's various committees will be assessed on an annual basis. In addition, the Board Charter provides that the tenure of an Independent Director does not exceed a cumulative term of nine (9) years. Upon completion of the nine (9) 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 (9) years, it should justify and seek annual shareholders' approval through a two-tier voting process. The annual re-election of retiring Directors has been contingent on satisfactory evaluation of the Director's performance and contribution to the Board.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied
Explanation on application of the practice	:	The Board acknowledges the importance of Independent Non-Executives Directors ("IDs"), who provide objectivity, impartiality and independent judgement to ensure that an adequate check and balance on the Board. The IDs ensure that business and investment proposals presented by Management are fully deliberated and examined. They perform a key role by providing unbiased and independent views, advice and judgement, which take into account the interests of the Group and all its stakeholders including shareholders, employees, customers, business associates and the community as a whole. Currently, the Board comprised two (2) EDs, four (4) IDs and one (1) Non-Independent Non-Executive Director. This complied with Rule 15.02 of the ACE Market Listing Requirements, which states that at least two (2) Directors or one-third (1/3) of the Board of Directors of a listed issuer, whichever is the higher, are IDs. The Board practised active and open discussions at Board meetings so as to ensure that opportunities were given to all Directors to participate and contribute to the decision-making process. Vigorous deliberations and all the views given by the Directors were considered before decisions were made by the Board. There was an existing process for Directors to declare and abstain from discussion in a situation where a conflict of interest might arise in order to uphold the integrity of the decisions made by the Board.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied	
Explanation on application of the practice	:	None of the Independent Directors is currently serving beyond nine (9) years. However, if the Board intends to retain an Independent Director who has served beyond nine (9) years, the Board will justify and seek annual shareholders’ approval.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

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.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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.

Application	:	Applied
Explanation on application of the practice	:	The Board is judicious of the gender diversity recommendation by the Malaysian Code on Corporate Governance ("MCCG") in order to bring a variety of diverse opinions, perspectives, skills, experiences, backgrounds and orientations to its discussions and its decision-making processes and constructive debates at Key Senior Management level. The Group gives an equal opportunity to all employees. The appointment of Board members and employees is based on objective criteria, merit, experience and credibility on a continuing basis and, may not be limited to gender, age, ethnicity and cultural background.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied	
Explanation on application of the practice	:	The newly appointed Directors, namely Ahmad Luqman Bin Mohd Azmi, See Toh Kean Yaw, Hajah Erna Bt Ismail, Dato' Seri Farhash Wafa Salvador J.P and Dato' Kevin Jit Singh A/L Ragbir Singh were identified by the Management and/or major shareholders as ideal candidates having regard to their qualifications and relevant experiences. When a vacancy exists or when it is considered that the Board would benefit from the services of additional Board members with particular skills, the Nomination Committee shall recommend to the Board one or more candidates with the appropriate expertise or experience. The Nomination Committee may source it from its peers, networking or recommendation from the Management and within the bounds of practicability, by any Director and by the shareholder or may use the services of a professional recruitment firm. The Nomination Committee will then make its recommendation on the candidates for submission to the Board for approval.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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.

Application	:	Applied
Explanation on application of the practice	:	The profiles of Directors are published in the Company's Annual Report and website. These include their age, gender, tenure of service, directorships in other companies, working experience and any conflict of interest as well as their shareholdings in the Company, if any. The performance of retiring Directors will be assessed by the Nominating Committee and the Board before a recommendation is made to the shareholders for consideration. For Independent Directors, the Nominating Committee assesses their relationship with the executives that might influence, or reasonably be perceived to influence their capacity to bring an independent judgement and to act in the best interests of the listed company as a whole.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied	
Explanation on application of the practice	:	The Nomination Committee is currently chaired by the Independent Non-Executive Director, Dato' Sok One A/L Esen.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	Currently, there is one (1) female Director on the Board. The Board is mindful of gender diversity as promoted in the MCCG. The Board practises non-gender discrimination with equal opportunities extended to both genders from any ethnicity, religion and national origin based on merit that will add value and who are capable and willing to bring an additional perspective to the Board and make decisions in the best interests of the shareholders.	
		The Board will continue in its endeavour to meet the gender diversity target of 30% women's participation.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

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.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Board acknowledges the importance of boardroom diversity and the recommendation of the MCCG pertaining to the establishment of a gender diversity policy. Insofar as board diversity is concerned, the Board does not have a gender diversity policy, but the practice of equal gender composition has been implemented throughout the Group. Currently, one (1) out of seven (7) members of the Board is a woman Director, making the total female Director representation on the Board of 14.29%. During the period under review, the Group does not have a diversity policy in relation to Management. Nevertheless, the Board supports the initiative to include female representation on the Board to achieve a more gender diversified Board.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

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>		
Application	:	Applied
Explanation on application of the practice	:	The Nomination Committee has assessed each individual Director, the Board and Board Committee as a whole and the Audit and Risk Management Committee for their performance and effectiveness. The assessment of individual Directors was through the Director Evaluation Form under the criteria of integrity and ethics, governance, strategic perspective, adding value, judgment and decision-making, teamwork, communication and commitment. The assessment of the Board is based on specific criteria, covering areas such as the Board structure, Board operations, roles and responsibilities of the Board, the Board Committee and the Chairman's role and responsibilities (if applicable). The respective Director has abstained from evaluating their own performance. The Nomination Committee appraises the Board performance evaluation and the rating is based on the consensus amongst the Nomination Committee.
Explanation for departure	:	
	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied	
Explanation on application of the practice	:	The Remuneration Committee has been entrusted by the Board to determine that the level of remuneration is sufficient to attract and retain Directors of quality required to manage the business of the Group. The Remuneration Committee is entrusted under its terms of reference to assist the Board, amongst others, to recommend to the Board the remuneration of Executive Directors. In the case of Non-Executive Directors, the level of remuneration shall reflect the experience and level of responsibilities undertaken by the Non-Executive Directors concerned. In all instances, the deliberations are conducted with the Directors concerned abstaining from discussions on their individual remuneration.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

Application	:	Applied
Explanation on application of the practice	:	The Remuneration Committee carried out an annual review of the Directors' remuneration packages with regard to each Director's role, responsibilities, and expertise, taking into consideration the Company's business performance and that of the Group whereupon recommendations are submitted to the Board for approval. Such annual reviews shall ensure that the remuneration package of the Directors remains sufficiently attractive to attract and retain Directors of such calibre to provide the necessary skills and experience to drive the Group's long term objectives and goals. The Terms of Reference of Remuneration Committee are published on the Company's website at www.mmag.com.my.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied
Explanation on application of the practice	:	The detailed breakdown of the remuneration of each director, including fees, salary, bonus, benefits-in-kind and other emoluments, is disclosed in the Corporate Governance Overview Statement of the Annual Report 2026.

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	Ahmad Luqman Bin Mohd Azmi (Appointed on 3 February 2025)	Executive Director	-	-	-	-	-	-	-	-	24,774	736,428	-	-	92,970	854,172
2	Dato' Kevin Jit Singh A/L Ragbir Singh (Appointed on 3 November 2025)	Executive Director	-	-	125,000	-	-	15,580	140,580	-	-	125,000	-	-	15,580	140,580
3	Yeap Say Woi	Independent Director	90,000	-	-	-	-	-	90,000	90,000	-	-	-	-	-	90,000
4	Dato' Sok One A/L Esen	Independent Director	90,000	-	-	-	-	-	90,000	90,000	-	-	-	-	-	90,000
5	Haji Noorzainy Bin Haji Mohd Noor	Independent Director	90,000	-	-	-	-	-	90,000	90,000	-	-	-	-	-	90,000
6	Azman Bin Mat Ali	Independent Director	90,000	-	-	-	-	-	90,000	90,000	-	-	-	-	-	90,000

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
7	Hajah Erna Binti Ismail (Appointed on 28 March 2025)	Non-Executive Non-Independent Director	60,645	-	-	-	-	-	60,645	60,645	-	-	-	-	-	60,645
8	Tan Sri Dato' Seri Mohd Khairul Adib Bin Abd Rahman (Resigned on 24 March 2025)	Independent Director	57,742	-	-	-	-	-	57,742	57,742	-	-	-	-	-	57,742
9	Chan Swee Ying (Resigned on 27 March 2025)	Executive Director	-	4,000	396,000	-	-	48,928	448,928	-	4,000	396,000	-	-	48,928	448,928
10	Chin Boon Long (Resigned on 3 November 2025)	Executive Director	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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
11	Dato' Che Nazli Binti Jaapar (Resigned on 1 January 2026)	Independent Director	75,000	-	-	-	-	-	75,000	75,000	-	-	-	-	-	75,000
12	Dato' Seri Farhash Wafa Salvador J.P (Appointed on 28 March 2025 and resigned on 2 January 2026)	Non-Executive Non-Independent Director	456,452	-	-	-	-	-	456,452	456,452	-	-	-	-	-	456,452
13	See Toh Kean Yaw (Appointed on 27 March 2025 and resigned on 19 January 2026)	Non-Executive Non-Independent Director	48,871	-	-	-	-	-	48,871	48,871	-	-	-	-	-	48,871

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
14	Chong Koon Meng (Resigned on 29 June 2026)	Executive Director	-	6,500	580,450	-	-	71,943	658,893	-	153,470	803,700	-	-	99,613	1,056,783

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.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Company discloses the remuneration of its Executive Directors, who also form part of the Key Senior Management, on a named basis under Practice 8.1 above.	
		The Board is of the view that it is appropriate not to disclose the remuneration of other Key Senior Management in order to preserve the confidentiality, sensitivity and security of the employees.	
		The Board will continue to review its disclosure approach to enhance alignment with the requirements of the MCCG.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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.

Application	:	Applied	
Explanation on application of the practice	:	The Chairman of the Audit Committee is Mr. Yeap Say Woi, an Independent Non-Executive Director and is not the Chairman of the Board.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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.

Application	:	Applied	
Explanation on application of the practice	:	The Audit and Risk Management Committee has adopted a policy which is included in its latest Terms of Reference that requires a former key audit partner, to observe a cooling period of at least three (3) years before being appointed as a member of the Audit and Risk Management Committee.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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.

Application	:	Applied
Explanation on application of the practice	:	The Audit and Risk Management Committee conducted an annual assessment to review the suitability, objectivity, capability and independence of the audit firm based on the following:- (i) Independence, objectivity and professional scepticism; (ii) Communication and interaction; and (iii) Quality of skills, capabilities of the audit team and sufficiency of resources. Based on the results of the evaluation, the Audit and Risk Management Committee is satisfied with the performance of the External Auditors and thus, recommended to the Board the re-appointment of the External Auditors at the forthcoming Annual General Meeting ("AGM") in September 2026. Morison LC PLT have, in their report on audit planning memorandum, provided written assurance that they are independent throughout the conduct of the audit engagement in accordance with the relevant professional and regulatory requirements.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Adopted
Explanation on adoption of the practice	:	The Audit and Risk Management Committee comprises solely Independent Directors.

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.

Application	:	Applied	
Explanation on application of the practice	:	The members of the Audit and Risk Management Committee collectively are financially literate and have the necessary skills and experience and able to understand the Company’s business and matter under the purview of the Audit and Risk Management Committee, including the financial reporting process. They have continuously applied a critical and probing view on the Company’s financial reporting process, transactions and other financial information, and effectively challenged management’s assertions on the Company’s financials to ensure the Quarterly Report and the Annual Audited Financial Statements give a true and fair view of the Company’s financial position.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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.

Application	:	Applied
Explanation on application of the practice	:	Key Senior Management assists the Board in identifying and assessing key business risks, maintaining the Group's risk registers, determining the Group's risk appetite where appropriate, and ensuring that the risk management process is in place and functioning effectively to mitigate the identified risks. An Enterprise Risk Management Framework has been established to provide the overall guidelines and approach to the Group's risk management. The Key Senior Management works closely with all Heads of Department to ensure the identification of emerging risks resulting from the changing business environment and/or initiatives being implemented as well as evaluation of the effectiveness of controls and risk management plans. The Audit and Risk Management Committee provides oversight of the effectiveness of the enterprise risk management and internal control framework, and reports its observations and recommendations to the Board. Further details on the features of the risk management and internal control framework are disclosed in the Statement on Risk Management and Internal Control of the Annual Report 2026. The Key Senior Management meets with the Heads of Department to identify and assess operational and emerging risks, obtain feedback, and determine appropriate risk mitigation actions. The identified risks, together with the corresponding mitigation measures and action plans, are consolidated into the Group's risk registers. The Internal Auditors take into consideration the Group's risk registers and key risk areas in developing the annual risk-based internal audit plan. The Internal Auditors adopt a risk-based audit approach in evaluating the adequacy and effectiveness of the Group's governance, risk management and internal control systems and report their findings and recommendations to the Audit and Risk Management Committee.

Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

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.

Application	:	Applied	
Explanation on application of the practice	:	An Enterprise Risk Management Framework has been established to provide the overall guidelines and approach to the Group’s risk management. The Key Senior Management works closely with all Heads of Department to ensure the identification of emerging risks resulting from changing business environment and/or initiatives being implemented as well as evaluation of the effectiveness of controls and risk management plans. Further details on the features of the risk management and internal control framework are disclosed in the Statement of Risk Management and Internal Control of the Annual Report 2026.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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.

Application	:	Applied	
Explanation on application of the practice	:	The establishment of the Internal Audit Function provides the Directors and the Audit and Risk Management Committee with an independent assessment and appraisal/review of the effectiveness and reliability of the Group's internal controls and information system.	
		The Internal Audit Function includes the review, assessment and provision of reasonable assurance that the Group's internal controls are functioning as planned and able to highlight all material deviations or findings to the Audit and Risk Management Committee immediately. To maintain impartiality and independence, the Internal Auditors report directly to the Audit and Risk Management Committee on the overall assessment of the Group's internal control mechanism.	
		Internal Audit Reports were issued to the Audit and Risk Management Committee to be tabled at the Audit and Risk Management Committee meetings. The reports are also issued to the respective operations management, incorporating audit recommendations and Management responses with regards to any audit findings on the weaknesses in the systems and controls of the operations. The Internal Auditors will also follow up with Management on the implementation of the agreed audit recommendations.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

Application	:	Applied
Explanation on application of the practice	:	The Group outsourced its Internal Audit Function to an independent professional internal audit service provider. The role of the Internal Audit Function, which reports directly to the Audit and Risk Management Committee, is to support the Audit and Risk Management Committee by providing it with independent and objective reports on the adequacy and effectiveness of the system of internal control and the extent of compliance with the procedures and by recommending ways to rectify shortfall and improve the existing control environment in relation to the Group's operations. It submits its findings and recommendations to the Audit and Risk Management Committee and Key Senior Management of the Group. The Internal Audit adopts a Framework of Committee of Sponsoring Organizations of the Treadway Commission (COSO) and risk-based approach with focus on effective risk management practices and is guided under the International Professional Practice Framework.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Applied
Explanation on application of the practice	:	The Board recognises the importance of effective communication with its investors and shareholders as a key component to uphold the principles and best practices of corporate governance for the Group. As such, the need to establish corporate disclosure policies and procedures between the Company, the regulators, shareholders and stakeholders is important to build trust and understanding between the Company and the stakeholders. On this basis, the Board exercises close monitoring of all price-sensitive information potentially required to be released to Bursa Securities and makes material announcements to Bursa Securities in a timely manner as requested. In line with best practices, the Board strives to disclose price-sensitive information to the public as soon as practicable through Bursa Securities, the media and the Company's website. The Board has authorised the Executive Directors to coordinate with the Company Secretaries to verify and approve all announcements before releasing to the public. The following communication channels are mainly used by the Company to disseminate information on a timely basis to the shareholders and the investing public:- (a) Group's corporate proposals, quarterly and annual financial results and other required announcements are available on the website at www.mmag.com.my and www.bursamalaysia.com.my; (b) Press releases provide up-to-date information on the Group's key corporate initiatives and investments if any; and (c) AGM provides a forum to engage with Directors and Key Senior Management personnel to share viewpoints and acquire information on issues relevant to the Group.
Explanation for departure	:	

<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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.

Application	:	Not applicable – Not a Large Company	
Explanation on application of the practice	:		
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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.

Application	:	Applied	
Explanation on application of the practice	:	The Company is serving all shareholders a notice of at least 28 days prior to the date of the 21st AGM in order to give sufficient time to shareholders to consider the resolutions that will be discussed and decided.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

Application	:	Applied	
Explanation on application of the practice	:	All Directors attended the 21st AGM of the Company held on 27 February 2025. Shareholders are provided with ample time during the Question & Answer session and the former Chairman of the Board, Chairman of Board Committees and other Directors had provided meaningful responses to shareholders’ questions during the AGM.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	The General Meetings have always been held at venues which are easily accessible. The previous 21st AGM on 27 February 2025 was held physically at an accessible location to encourage shareholders to attend and participate in the meeting. Shareholders are entitled to appoint representatives or proxy/proxies/Chairman to vote on their behalf in their absence. If necessary, the Group would embark on electronic voting and remote shareholder participation, if our shareholders requested for such services.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
Timeframe	:	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 13.4

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>		
Application	:	Applied
Explanation on application of the practice	:	During the 21st AGM in 2025, the former Chairman ensured that the meeting platform was used as an important opportunity for effective communication with shareholders and constructive feedback from shareholders. During the Question & Answer session, the former Chairman and the Executive Directors addressed all questions raised by shareholders and ensured sufficient time was allocated for discussions.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

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>			
Application	:	Not applicable – only physical general meetings were conducted in the financial year	
Explanation on application of the practice	:		
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

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>		
Application	:	Applied
Explanation on application of the practice	:	The minutes of the Company's general meetings are published on the Company's website within 30 business days after the conclusion of the respective general meetings, following their confirmation by the Board. This enables shareholders to have timely access to the proceedings and key deliberations of the general meetings.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
Timeframe	:	Choose an item.

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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