

CORPORATE GOVERNANCE REPORT

STOCK CODE : 1198
COMPANY NAME : MAA Group Berhad
FINANCIAL YEAR : June 30, 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	:	<p>During the financial period from 1 July 2025 to 30 June 2026, the Board has continued to lead and provide direction to management directly as well as indirectly through its committees in relation to the Group's strategic direction and business.</p> <p>The Board will also continue to monitor the Group's operation and financial performance and promote good corporate governance culture within the Group.</p> <p>Please refer to the Company's Corporate Governance Overview Statement in the Annual Report for the full information on the above</p>
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	:	Applied	
Explanation on application of the practice	:	<p>MAAG’s Board Charter clearly sets out the roles and responsibilities of the Executive Chairman.</p> <p>The roles and responsibilities of the Executive Chairman include the following:</p> <ul style="list-style-type: none">• Provide leadership for the Board so that the Board can perform its responsibilities effectively.• Setting the Board agenda and ensuring that the Board members receive complete and accurate information in a timely manner for robust debate and quality decision making;• To chair shareholder meeting and lead Board meetings and discussions;• To act as Company’s ambassador, both within domestic market and internationally;• To facilitate and encourage active participation and effective contribution of non-executive directors as well as allow dissenting views to be freely expressed;• To manage the interface between the Board and Management;• Ensures appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the Board as a whole;• To act as a liaison between the Company and Government Officials, embassy and foreign investors;• Leading the Board in establishing and monitoring good corporate governance practices in the Company;• To be the main spoke person for the Company; and• To be in charge of branding and corporate imaging of the Company	
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

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	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Group Executive Chairman is overseeing the operations of the Company and is assisted by the Group Chief Operating Officer and Group Chief Financial Officer.	
<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

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 Chairman of the Board, Tunku Dato' Yaacob Khyra is not a member of any Board Committee. All Board Committee (i.e Audit & Governance Committee, Risk & Sustainability Committee and Remuneration & Nomination Committee) are chaired by Independent Non-Executive Board member. He also did not participate in all of these Board Committees' meetings by way of invitation during the period.
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	:	<p>The roles and responsibilities of the Company Secretary include, but not limited to the following functions :-</p> <p>A. Meetings and Minutes</p> <ul style="list-style-type: none">▪ notifying the Directors in advance of a meeting of the Board;▪ ensuring that the agenda and Board papers as and when they are required, are prepared and forwarded to Directors prior to Board meetings;▪ recording, maintaining and distributing the minutes of all Board and Board Committee meetings as required;▪ maintaining a complete set of Board papers at the Company's main office;▪ preparing for and attending all annual and extraordinary general meetings of the Company; and▪ recording, maintaining and distributing the minutes of all general meetings of the Company. <p>B. Compliance</p> <ul style="list-style-type: none">▪ overseeing the Company's compliance program and ensuring all company legislative obligations are met;▪ ensuring all requirements of the Companies' Act, Bursa Listing Requirements and any other regulatory body are fully met; and▪ providing advice on corporate governance principles and Directors responsibility. <p>C. Governance Administration</p> <ul style="list-style-type: none">▪ maintaining a Register of Company Policies as approved by the Board;

	<ul style="list-style-type: none"> ▪ maintaining, updating and ensuring that all directors have access to an up-to-date copy of the Board Charter and associated governance documentation; ▪ maintaining the complete list of the delegations of authority; ▪ reporting at Board meetings the documents executed under a power of attorney, documents executed in accordance with the relevant sections of the Companies Act and/or Constitution of the Company under the common seal; ▪ serve as a focal point for stakeholders' communication and engagement on corporate governance issues; and ▪ any other services the Chairman or Board may require. <p>The Company Secretary is also accountable to the Board, through the Chairman, on all governance matters and reports directly to the Chairman as the representative of the Board.</p> <p>The Company Secretary is appointed and dismissed by the Board and all Directors have separate and independent access to the Company Secretary.</p> <p>The Board is satisfied with the performance and support rendered by the Company Secretary to the Board in the discharge of her duties.</p>	
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	:	Generally, the Board papers are circulated to all Board members at least five (5) days before the board meeting save for important or urgent matters that require the immediate attention of the Board. The Company places importance for the Board to receive information within a reasonable time in order to prepare adequately for the Board Meeting.	
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	:	<p>To ensure the effective discharge of its function and responsibilities, the Board had established a Board Charter which clearly sets out the relevant matters reserved for the Board's approval, as well as those that are delegated to the Board Committees and Chief Executive Officer.</p> <p>Key matters reserved for the Board's decision include, inter alia, the following:</p> <ul style="list-style-type: none">• Acquisition and disposal of assets of the Company or of its subsidiaries that are material in nature;• Investment in new business;• Related-party transactions of a material nature;• Authority levels for core functions;• Investment and treasury policies;• Risk Management policies;• Outsourcing of core business functions;• Corporate proposal on fundraising; and• Compensation and remuneration of Directors and key senior officers. <p>The Board Committees are authorised by the Board to undertake the duties and responsibilities in accordance with their respective Terms of Reference. The Chairman of the respective Board Committees reports its recommendation to the Board on matters deliberated in the Board Committee meetings.</p> <p>The Board Charter provides guidance to the Board in the fulfilment of its roles and responsibilities which are in line with the principles of good corporate governance. The Board will continue to review the Board Charter periodically as may be necessary in order to ensure it remains updated should there be changes to the Company's policies, procedures and processes or the relevant legislations and regulations.</p> <p>The Board Charter is also published on the Company's website.</p>
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 Board had established a Code of Conduct and Ethics which sets out standards of business and ethical conduct based on general principles including, amongst others, integrity, honesty, fair dealing, confidentiality, diversity and compliance with laws which guides all directors and employees in the conduct of their business and that of the Group, in order to promote good corporate governance culture and behavior. The Code of Conduct and Ethics is also published on the Company's website.	
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 Whistle-blowing Policy provides channels to anonymously report on suspected fraud, misconduct and/or wrongdoings against employees, CEO or any directors or the chairman of the Company, whilst ensuring the integrity of the process and information and also the rights of informants. The Whistleblowing Policy is published on the Company’s website.	
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, as the Group’s highest governing body, is responsible for ensuring that the Group’s strategic initiatives support long-term value creation, taking into consideration environmental, social and governance (ESG) concerns and corresponding risks and rewards. All matters relating to Sustainability is also being tabled and discussed during the Risk & Sustainability Committee whereby the Management will update the Committee Members on any matters or initiatives relating to sustainability from time to time.	
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 Company has engaged with stakeholders either through formal or informal activities. Disclosure on sustainability matters relating to the Company has been reported annually in the Sustainability Statement as per required by Bursa Malaysia and is published in the Company’s website.	
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	:	<p>The Board attended training program to constantly keep abreast on the relevant requirements and matters concerning the sustainability, including the latest development in industry as well as the sustainability issues relevant to the Company.</p> <p>The Board also works together with the Management in identifying any issues or challenges revolving it current business.</p>	
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 4.4

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	:	A formal evaluation process is in place where the Board and Senior Management's performance review will take into account any proposals on environmental, social and governance (ESG) goals and strategic insight provided in addressing material sustainability risks and opportunities of the Company. All matters relating to sustainability risks and initiatives are also being discussed by the Board and Senior Management during the Risk & Sustainability Committee Meeting.	
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	:	Adopted
Explanation on adoption of the practice	:	The Board has identified Group Chief Operating Officer as the designated person. The Sustainability Working Committee is also chaired by the Group Chief Operating Officer of the Company.

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	:	<p>The Nomination & Remuneration Committee is responsible for the appointment of new directors on an on-going basis, to review the overall composition of the Board in terms of size, the required mix of skills, experience and other qualities and core competencies for the Directors of the Company.</p> <p>The Procedure for the Appointment/Removal of Directors and the Review of the Effectiveness of the Board and Individual Directors has also clearly stated the tenure of Independent Directors, re-election process and procedure for the assessment of effectiveness of the Board.</p>	
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 5.2

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	:	<p>Currently, the Board comprises of six (6) members whereby four (4) are Independent Non-Executive Directors.</p> <p>Dedicated Board Committees were also established and are chaired by Independent Non-Executive Directors. The three (3) Board Committees established by the Board namely:</p> <ul style="list-style-type: none"> • Audit & Governance Committee; • Risk & Sustainability Committee; and • Nomination & Remuneration Committee. 	
Explanation for departure	:		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>			
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	:	<p>The Company had adopted the recommendation of the Malaysia Code on Corporate Governance that the tenure of an Independent Director should not exceed a cumulative term of nine (9) years. Upon completion of the nine (9) years, an Independent Director may continue to serve the Board subject to the Director’s re-designation as a Non-Independent Director.</p> <p>As at the date of issuance of this report, there is no Independent Non-Executive Director who have served on the Board for a cumulative term of more than nine (9) years.</p>	
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.

<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>	
Application	: Applied
Explanation on adoption of the practice	: The Board Charter establishes a policy limiting the tenure of an Independent Director to nine (9) years, without further extension.

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	:	<p>There is a clear and transparent process for the nomination, selection and appointment of suitable candidates to the Board according to Procedure for the Appointment and Removal of Directors and the Review of the Effectiveness of the Board and Individual Directors.</p> <p>The said policy includes assessing the suitability of an individual and proposing candidate for appointment to the Board, take into accounts:-</p> <ul style="list-style-type: none">• skills, knowledge, expertise and experience of the candidate;• education qualification and/or working experience of the candidate;• age, ethnicity, cultural background and gender of the candidate;• the number of directorships already held by the candidate;• the candidate's other commitments and resources and time available for input to the Board;• relationship of the candidate with any director or major shareholder of the Company.• Diversity of the Board composition, including the gender diversity target.
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	:	<p>There is a formal process in place for the selection and the appointment of Independent Directors to ensure transparency and objectivity in such appointments.</p> <p>In its selection of candidate(s), the Nomination and Remuneration Committee ("NRC") had taken into account, amongst others, the following areas:</p> <ul style="list-style-type: none">• background ;• skills, abilities and talents ;• connections and networks ;• time commitment to attend and participate in the meetings scheduled for the year. <p>In addition to the above, the NRC had also considered if the candidate(s):</p> <ul style="list-style-type: none">• will complement the current Board composition with appropriate mix of the required skills, knowledge and expertise to add value to the Board ;• will provide the Board with further competencies and be able to provide independent and objective advise ;• has no material conflict of interest with the Company.
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 Annual Report which includes their age, gender, background, qualifications, directorships in other companies, working experience and any conflict of interest as well as their shareholdings. The Annual Report is also available in MAA’s website for public view.	
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	:	<p>Currently, the Nomination & Remuneration Committee ("NRC") comprises of three (3) members, whereby all members are Independent Non- Executive Directors. The current Chairman of the NRC is Dato' Dr Kili Ghandhi Raj A/L K R Somasundram.</p> <p>NRC met four (4) times during the financial period from 1 July 2025 to 30 June 2026 to review the results of the evaluation performed on the Board and Board Committees as well as to review, assess and recommend to the Board the remuneration package of the Executive Directors and Senior Management of the Company.</p>
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	:	Applied	
Explanation on application of the practice	:	As at the date of this Report, there are 2 female Directors appointed to sit on 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 5.10

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

Application	:	Applied	
Explanation on application of the practice	:	<p>The Company sees the participation of women as being fundamental to the achievement of equal opportunity in the workplace and has reviewed and continues to implement its Policy on Diversity and Non Discrimination. The relatively large number of female employees in the Group is proof that the gender diversity approach has long been in practice in the Group.</p> <p>The Board set a target of having at least one (1) woman director on the Board. The Board had appointed Datin Seri Raihanah Begum binti Abdul Rahman as an Independent Non-Executive Director to the Board and appointed Datin Shivajini A/P Sathya Seelan on 30 August 2024 bringing the total number of woman directors to two (2).</p>	
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

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	:	<p>The Board, with the recommendation of the Nomination & Remuneration Committee has duly noted and supported the enhanced standard and requirements under the Malaysian Code on Corporate Governance (MCCG) 2021 in relation to the annual evaluation.</p> <p>Annually, an evaluation on the Board, the Board Committees and individual directors through various assessment/process including self-assessment and/or peer assessment will be conducted.</p> <p>The evaluation of the Board covers, inter alia, the board structure, mix and its composition, frequency of meetings, board responsibilities, board dynamics, risk management and internal control areas and the chairman function as well as independence of independent directors.</p> <p>The evaluation of the Board Committees covers the performance of the role and function of the Committee as well as skills and experience of the Committee.</p>
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	:	<p>The Board, with the recommendation of the Nomination & Remuneration Committee ("NRC") has duly noted and supported the enhanced standard and requirements under the Malaysian Code on Corporate Governance (MCCG) 2021 in relation to remuneration of directors and senior management. Procedures for Determining the Remuneration of Directors, Group Managing Director/Chief Executive Officer ("GMD/CEO") and Key Senior Officers are also in place.</p> <p>The NRC in discharging its responsibilities in recommending the remuneration packages for the Directors, GMD/CEO and key senior officers of the Company will take into account the following:</p> <ul style="list-style-type: none">• has the skills, experience and level of responsibility borne by individual directors, GMD/CEO and key senior officers;• sufficient to attract and retain directors, GMD/CEO and key senior officers of calibre needed to manage the Company successfully;• demands, complexities and performance of the Company; and• balanced against the need to ensure that the funds of the Company are not used to subsidise excessive remuneration packages
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 7.2

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	:	<p>The Nomination & Remuneration Committee (“NRC”) functions is clearly stated in the Terms of Reference (“TOR”) that was approved by the Board. The main duties and responsibilities of the NRC sets out in the TOR are to assist the Board in succession planning and appointment of board members as well as annual evaluation of the performance of the Board, Board Committees and individual directors, and developing and administrating the appropriate remuneration policies applicable to Directors, group managing director/chief executive officer and key senior officers.</p> <p>The Terms of Reference of the NRC is also published on the Company’s website.</p>	
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

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 remuneration breakdown of individual directors are disclosed in the Corporate Governance Overview Statement which includes fees, salary, bonus, benefits in-kind and other emoluments.

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 Board is of the opinion that such disclosure would be disadvantageous to the Group, given the competitiveness in the industry for talent and due to confidentiality of remuneration packages. The Board will continuously undertake a robust internal process to ensure that the remuneration of Senior Management is competitive and fair.	
<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.	

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	:	<p>Currently, the Audit & Governance Committee comprises of four (4) members, all members are independent non-executive directors.</p> <p>The Chairman of the Audit Committee is Mr Yeo Took Keat, who is a Senior Independent Non-Executive Director. He was appointed as Audit Chairman on 2 January 2020. Mr Yeo is not the Chairman of the Board.</p>	
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 Terms of Reference of the Audit & Governance Committee has included the said requirement of the 3 years' cooling off period.	
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	:	<p>The Audit & Governance Committee ("AGC") assesses and monitors the performance and independence of the External Auditors which is set out as one of the roles and responsibilities of the AGC in its Terms of Reference.</p> <p>The External Auditors confirmed their independence on an annual basis through their audit engagement in accordance with their firm's requirements and with the provisions of the By-Laws on Professional Independence of the Malaysian Institute of Accountants.</p> <p>Based on the assessment conducted by the AGC on 28 August 2026, the Board was satisfied that the quality of service, adequacy of resources provided, communication, independence and professionalism were demonstrated by the External Auditors in carrying out their function.</p> <p>Pursuant to this, the Board is recommending to the shareholders for the re-appointment of the External Auditors during the forthcoming Annual General Meeting.</p>
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 & Governance Committee is comprised of 4 (four) 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 Audit & Governance Committee (“AGC”) has a mix of qualified and experienced professionals in the field of accountancy, consultancy and insurance. They have attended the necessary trainings for the discharge of their duties including to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules. The trainings attended by the members of the AGC can be found in the Corporate Governance Overview Statement in the Annual Report	
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	:	The Company has an established Risk Management and Internal Control Framework. The Board through the Risk & Sustainability Committee and Audit & Governance Committee, continually reviews the adequacy and effectiveness of the framework. Further details on the framework can be found in the Statement of Risk Management and Internal Controls in the Annual Report.	
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	:	The Board has disclosed the features of its risk management and internal control framework, and the adequacy and effectiveness of the framework in the Statement of Risk Management and Internal Controls in the Annual Report.	
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	:	Adopted
Explanation on adoption of the practice	:	The Risk & Sustainability Committee comprised of four (4) Independent Non-Executive Directors who oversees the 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.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board acknowledges the importance of the Internal Audit function and has outsourced its internal audit function to Deloitte Risk Advisory Sdn Bhd ("Deloitte") as part of the effort to ensure that the Group's system of internal controls is adequate and effective.</p> <p>The independent internal auditors reports directly to the Audit & Governance Committee ("AGC") on its activities based on approved annual internal audit plan; however should the AGC have knowledge of an urgent and important areas to be audited, Deloitte would then be directed to revise their audit plan accordingly.</p> <p>The principal responsibility of the internal audit function is to undertake regular and systematic review of the systems of internal control, risk management process and compliance with the Group's established policies and procedures so as to provide reasonable assurance that such systems continue to operate satisfactorily and effectively in the Group.</p> <p>The AGC is satisfied that the internal audit is effective and able to function independently.</p> <p>Details of the internal audit activities and scope of coverage of the outsourced internal audit function including the cost incurred are set out in the Audit and Governance Committee Report included in the Annual Report 2026.</p> <p>For the financial year 2027, the internal audit function of the Group has been outsourced to a new independent external professional firm, Crowe Governance Sdn Bhd ("Crowe"), replacing Deloitte.</p>
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	:		
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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	:	<p>For the financial year 2027, the internal audit function of the Group has been outsourced to a new independent external professional firm, Crowe Governance Sdn Bhd (“Crowe”), replacing Deloitte.</p> <p>Crowe had confirmed that they have no professional conflict of interest with regards to their engagement and does not have any association with the Company and its subsidiary companies or members of and MAAG’s staff.</p> <p>Crowe will adopt a risk-based approach in developing its audit plan which addresses all the core auditable areas of the Group based on their risk profile.</p>	
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 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	:	<p>The Annual General Meeting ("AGM") is a good opportunity for proactive engagement and communication between the Board, shareholders and investors. Shareholders who are unable to attend are entitled to appoint a proxy to attend, speak and vote on their behalf.</p> <p>The MAA Group website (www.maa.my) contains corporate information of the Company, including references to and notices about the AGM, periodic financial statements, Board Charter, Code of Conduct and Ethics, Procedures for Determining the Remuneration of Directors, CEO and Key Senior Officers and Terms of Reference of the Board Committees.</p>
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	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	Not applicable as MAAG is not considered a Large Company.	
		Please provide an alternative practice and explain how the alternative practice meets the intended outcome.	
<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 13.1

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 Board has endorsed the adoption of Malaysian Code on Corporate Governance (MCCG) 2021 requirement for notice of Annual General Meeting to be given to its shareholders at least 28 days prior to the meeting.	
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 13.2

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	:	The Board is aware of the importance of meaningful communication with its shareholders. It is the Board's expectation for all its directors to attend the Annual General Meeting, and the Board will use its best endeavours to provide meaningful response to questions addressed to them.	
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 13.3

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	:	<p>The 27th Annual General Meeting ("AGM") of the Company was conducted physically on 3 December 2025. In determining the mode of the AGM, the Board considered the need to facilitate meaningful engagement between shareholders, the Board and Management, and was of the view that a physical meeting provided an effective platform for direct interaction and discussion.</p> <p>Shareholders who were unable to attend the AGM in person were able to exercise their voting rights by appointing proxies, including the Chairman of the Meeting, in accordance with the Constitution and applicable requirements.</p> <p>While the Company did not provide remote participation facilities for the 27th AGM, the Board will continue to review the use of appropriate technology for future general meetings, taking into consideration shareholders' needs, technological developments and the effectiveness of such arrangements in facilitating shareholder participation.</p>
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 13.4

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	:	<p>During the 27th Annual General Meeting ("AGM") held on 3 December 2025, shareholders were provided with sufficient opportunity to pose questions during the meeting. The Chairman of the Board, along with the Board and senior management, were in attendance at the 27th AGM to address questions from shareholders and proxies. Sufficient opportunity was provided for shareholders and proxies to pose their inquiries during the AGM, and the Board and senior management promptly responded to the questions raised.</p> <p>The Company did not limit or restrict the scope of questions asked, may it be financial or non-financial in nature.</p> <p>The questions and answers during the 27th AGM together with the Minutes of Meeting were published on the Company's website.</p>
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.

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.

provide any reasons other than those of the meeting platform.			
Application	:	Not applicable – only physical general meetings were conducted in the financial year	
Explanation on application of the practice	:	Please provide an explanation on how the practice is being applied.	
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 13.6

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

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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