Sustainability Statement

INTRODUCTION

Welcome to the Sustainability Statement 2026 of MAA Group Berhad ("MAAG" or "the Company") and its subsidiaries (collectively, "the Group"). This Statement reflects the Group's continued commitment to responsible and transparent business — addressing stakeholder needs, meeting regulatory requirements, and integrating Economic, Environmental, Social and Governance ("EESG") considerations into how we operate across our financial services, education, hospitality and cinema businesses.

Responding to rising stakeholder expectations, the Group has significantly strengthened its reporting practices this year, both in the breadth of matters disclosed and in the rigour of the data and governance that underpin them. Where an initiative or disclosure relates to a specific business or entity within the Group, that entity is identified by name.

REPORTING PERIOD

This Statement covers the Group's financial year from 1 July 2025 to 30 June 2026 ("FYE2026"). Where applicable and data is available, the Group presents up to three financial years of comparative data to facilitate year-on-year comparison and provide a better understanding of the Group's sustainability performance and trends.

REPORTING FRAMEWORK AND STANDARDS

This Sustainability Statement has been prepared in accordance with the applicable sustainability disclosure requirements of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("MMLR of Bursa Securities"). Where relevant, the Group has also referred to the Global Reporting Initiative ("GRI") Standards in developing its sustainability disclosures. The Group continues to enhance its sustainability reporting practices and data management processes to improve the quality, consistency and transparency of its disclosures in line with applicable reporting requirements and evolving sustainability reporting practices.

DATA QUALITY AND ASSURANCE

The Group applies a structured collect–validate–consolidate process to support the accuracy, completeness and consistency of its sustainability data. Data is collected at entity level by appointed Segment Data Owners, validated by the respective information owners, and consolidated and reviewed by the Group Compliance and Sustainability function before being reported to the Risk and Sustainability Committee ("RSC").

For FYE2026, the sustainability information and performance data disclosed in this Statement have been internally reviewed and validated by the respective business units and information owners as part of the Group's sustainability data collection and reporting process. The Group has not obtained external independent assurance for its FYE2026 sustainability disclosures and will consider doing so as its sustainability reporting matures.

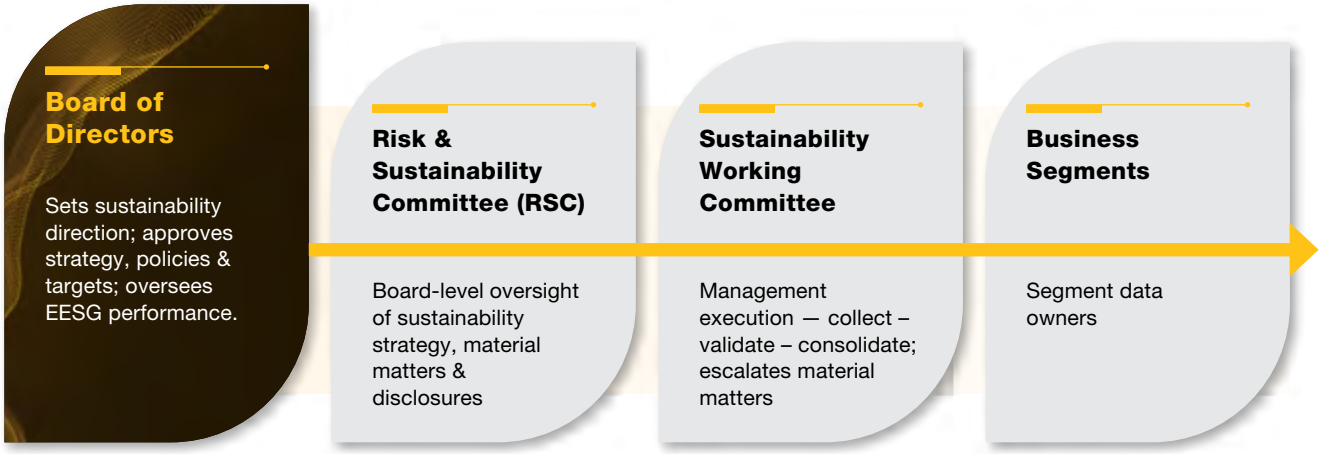
The Group remains committed to continuously improving the quality, accuracy and consistency of its data-collection and disclosure processes over time.

SUSTAINABILITY GOVERNANCE

Robust governance is the foundation of the Group's sustainability approach. Clear accountability for sustainability- and climate-related matters is embedded across the Group's governance structure, from the Board of Directors and its relevant Committees to Management and the individual business segments. This supports the integration of EESG considerations into the Group's strategy, risk management and operational decision-making.

The Board is supported by the RSC in overseeing the Group's sustainability strategy, material sustainability matters, risks and opportunities, performance and disclosures. Management and the respective business segments are responsible for implementing sustainability initiatives and supporting the Group's sustainability data collection, monitoring and reporting processes.

Sustainability Governance Structure



Board of Directors

The Board holds ultimate accountability for the Group's sustainability strategy, performance and disclosures. It sets the Group's sustainability direction, oversees the integration of material EESG considerations into the Group's strategy and risk management, and approves relevant sustainability policies, frameworks and material targets, where applicable. The Board reviews material sustainability matters and performance periodically and approves the annual Sustainability Statement before publication.

Risk & Sustainability Committee (RSC)

The RSC supports the Board in overseeing the Group's sustainability strategy, material sustainability matters, risks and opportunities, performance and disclosures. It reviews the materiality assessment, sustainability-related risks and opportunities within the Enterprise Risk Management framework, sustainability performance and regulatory developments, and reviews the annual Sustainability Statement before recommending it to the Board for approval.

Sustainability Working Committee (SWC)

Led by the Group Risk and Sustainability function, the SWC coordinates the implementation of sustainability initiatives and the Group's collect–validate–consolidate data process. It consolidates sustainability information and performance data, supports the preparation of the Sustainability Statement, monitors relevant sustainability reporting developments and escalates material matters and emerging sustainability risks to the RSC.

Segment Data Owners

Appointed within the respective business segments to coordinate the collection and validation of entity-level sustainability data and supporting evidence, support the implementation of sustainability initiatives and monitor performance within their respective areas. They are responsible for supporting the accuracy, completeness and timeliness of sustainability data submitted for Group reporting.

FEEDBACK

Our statement is incorporated in the Company's Annual Report, which can be accessed via https://www.maa.my Should you have any input or feedback on our Sustainability Statement, please direct your correspondence to:

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51200 Kuala Lumpur, Malaysia

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STAKEHOLDER ENGAGEMENT

MAAG places great emphasis on understanding the needs and concerns of its stakeholders, and is committed to comprehensive, accurate and timely disclosure. Our stakeholders are segmented into seven (7) key groups. For each group, the tables below set out why the relationship matters, how we engage and how often, the concerns raised, our responses, and the linkage to the Group's material sustainability matters.

Stakeholder	How & how often we engage		Key concerns	How we respond
01 Shareholders & Investors Provide the capital that funds the Group's growth and rely on it for sound governance and sustainable returns.	• Annual / Extraordinary General Meeting	**Annually / As needed**	Economic performance; corporate governance.	• Timely, transparent disclosure via annual report, quarterly results and Bursa announcements • Sound governance and internal controls under Board and committee oversight • Disciplined, sustainable financial performance • EESG considerations integrated into strategy and decision-making
	• Annual report	**Annually**		
	• Quarterly financial results	**Quarterly**		
	• Analyst briefings	**As needed**		
	• Bursa announcements & corporate website	**Ongoing**		
02 Employees Deliver the Group's performance and service quality; their capability and wellbeing underpin long-term success.	• Briefings and trainings	**Ongoing**	Career progression; fair benefits; business integrity.	• Fair remuneration, benefits and performance-based recognition • Training, talent development and career progression • Safe workplace through the OSH framework and Safety & Health Committees • Equal opportunity and open channels, including whistleblowing
	• Events and sporting activities	**Ongoing**		
	• Management & committee meetings	**Monthly**		
	• Performance appraisals	**Annually**		
03 Customers Drive the Group's revenue across financial services, education, hospitality and cinema; their trust sustains the business.	• Service and feedback channels	**Ongoing**	Product and service quality; data privacy; health and safety.	• Protect personal data under the PDPA framework • Maintain service quality and fair treatment • Uphold health and safety across premises • Act on customer feedback and complaints
	• Product launches and promotions	**As needed**		
	• Website and social media	**Ongoing**		
	• Satisfaction feedback	**As needed**		
04 Government & Regulators Set the legal and regulatory framework the Group operates within, across BNM, Bursa, SC, SKP and KPKT.	• Statutory filings and submissions	**Ongoing**	Regulatory compliance; occupational and customer health and safety.	• Group compliance framework across all regulated entities • Timely, accurate regulatory submissions • Full cooperation with inspections and reviews • Monitoring and adoption of regulatory developments
	• Official meetings and engagements	**As needed**		
	• Inspections and audits	**As needed**		
	• Industry consultations	**As needed**		

Stakeholder	How & how often we engage		Key concerns	How we respond
05 Suppliers & Contractors Support the Group's operations and service delivery; their conduct affects the Group's own standards and reputation.	• Supplier assessment and onboarding	**As needed**	Business integrity; ethical procurement; fair employment conditions.	• Screening for labour, ethical and environmental standards • Fair and transparent procurement • Engagement of local suppliers where practical • Corrective action where issues arise
	• Meetings and site visits	**As needed**		
	• Contract and performance reviews	**Ongoing**		
06 Local Communities Host the Group's operations; their wellbeing and support underpin the Group's social licence to operate.	• Community outreach and development	**Ongoing**	Community outreach; local employment.	• Hands-on employee volunteerism and community programmes • Support for welfare homes and charitable causes • Local employment and engagement opportunities
	• Charitable and volunteer activities	**Ongoing**		
	• Partnerships with welfare organisations	**As needed**		
07 Media Shape public understanding of the Group and its reputation among stakeholders.	• Press releases and announcements	**As needed**	Regulatory compliance; CSR initiatives.	• Timely and accurate public communications • Transparent disclosure of material developments • Sharing of community and CSR initiatives
	• Interviews and briefings	**As needed**		
	• Events	**As needed**		
	• Website and social media	**Ongoing**		

Our corporate website, www.maa.my provides reliable information on our business activities as well as financial information, including our Annual Report. Information in our website is updated regularly, as part of our commitment to provide current and accurate information to all our stakeholders as well as the public at large.

OUR SUSTAINABILITY STRATEGY

The Group's sustainability approach is organised around four EESG pillars, which set out our key sustainability priorities and guide how sustainability considerations are integrated into our business activities and decision-making. The Group takes a proactive, governance-led approach supported by appropriate policies, processes and controls to respond to evolving regulatory requirements and stakeholder expectations. Further information on the Governance pillar is provided in the Corporate Governance Overview Statement of this Annual Report.

ECONOMIC
Resilient, Responsible Growth

Create sustainable long-term value across the Group's diversified businesses through responsible business practices, lending and financing activities.

ENVIRONMENTAL
Lighter Footprint

Minimise our environmental footprint over time by promoting responsible energy, water and resource management across our operations, while progressively strengthening our approach to climate-related risks.

SOCIAL
Trusted Partner

Support and protect our customers, employees and communities through data privacy, fair treatment, workplace safety and access to education.

GOVERNANCE
Integrity & Accountability

Promote strong standards of ethics, compliance and risk management through sound governance, responsible business conduct, anti-bribery and corruption measures, data protection and regulatory compliance.

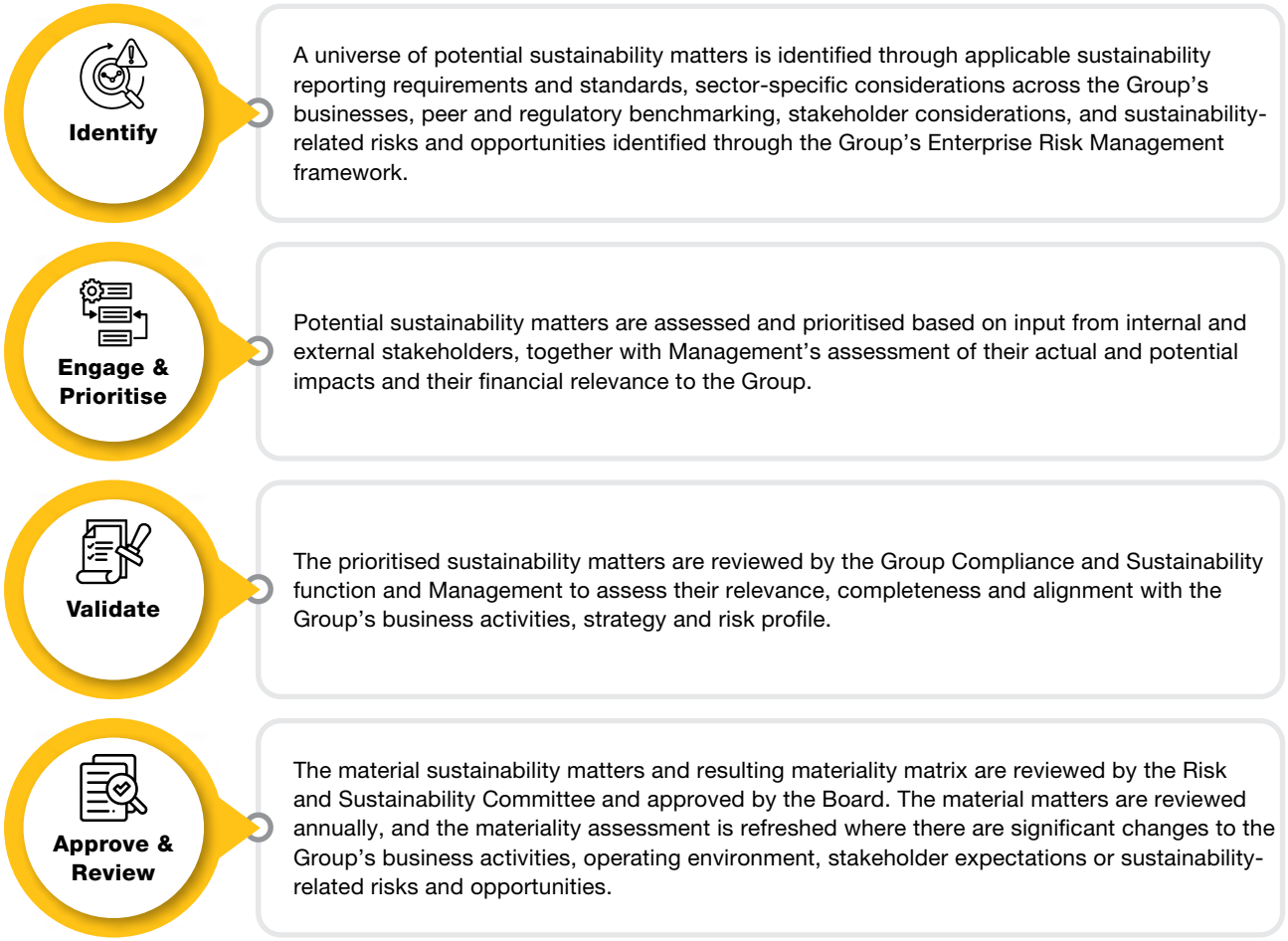
Sustainability Statement
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MATERIALITY MATRIX

The Group conducts a materiality assessment to identify and prioritise sustainability matters that are most relevant to its business and stakeholders. In assessing materiality, the Group considers both the actual and potential impacts of its activities on the economy, environment and people, as well as sustainability-related matters that may affect the Group's financial performance, position and long-term value creation.

This approach enables the Group to consider sustainability matters from both an impact perspective, with reference to the GRI Standards where relevant, and a financial perspective, taking into consideration sustainability-related risks and opportunities that may affect the Group.

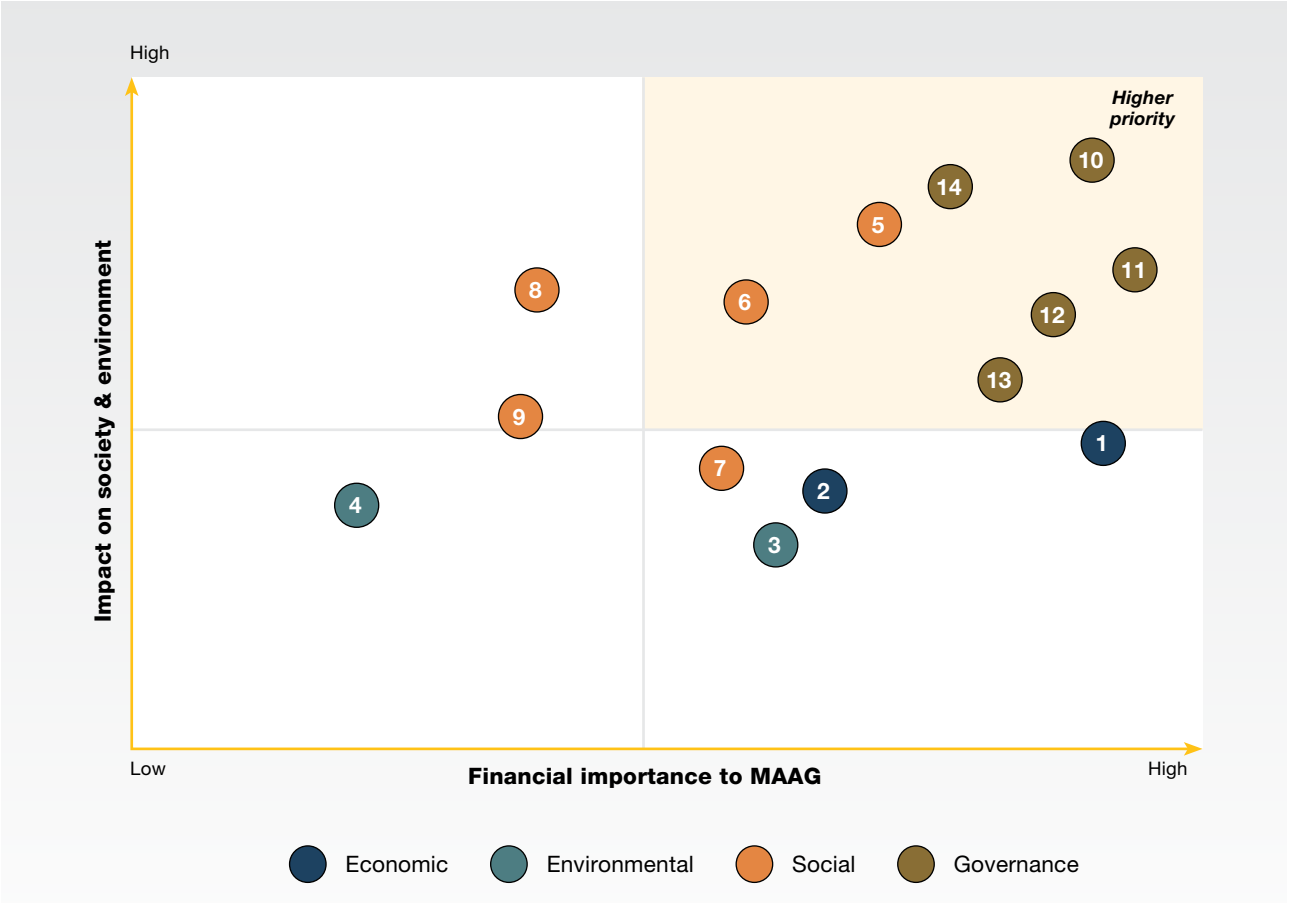
Materiality Assessment Process



For FY2026, the Group refreshed its materiality assessment to reflect the Group's business profile, stakeholder considerations and evolving sustainability reporting requirements. The assessment identified fifteen (15) material sustainability matters, which are addressed through the relevant management approaches and performance disclosures in this Statement.

Governance of the Assessment

Oversight of the materiality assessment rests with the Board, supported by the Risk and Sustainability Committee, while the Group Compliance and Sustainability function coordinates the assessment process. This governance structure supports the continued alignment of the Group's material sustainability matters with its business strategy, risk management and sustainability reporting requirements.



The numbered matters plotted in the matrix correspond to the following, grouped by EESG category:

Economic

1. Economic & Financial Performance
2. Supply Chain Management

Environmental

3. Energy Management
4. Water Management

Social

5. Employee Health & Safety
6. Labour Practices, Standards & Talent
7. Diversity, Equity & Inclusion
8. Human Rights
9. Community & Society

Governance

10. Corporate Governance & Business Ethics
11. Regulatory Compliance
12. Human Rights
13. Anti-Bribery & Corruption
14. Data Privacy & Cybersecurity

LINKAGE OF MATERIAL SUSTAINABILITY MATTERS

Economic

1 ECONOMIC & FINANCIAL PERFORMANCE

Sustainable economic performance underpins the Group's ability to create long-term value — sustaining profitability, operating cash flow and dividend capacity, and providing the financial foundation for the Group's businesses across financial services, education, hospitality and cinema. The Group pursues growth that weighs not only short-term financial returns but also the broader impacts on society, the environment and stakeholder wellbeing.

Economic performance is managed through Group-wide Standard Operating Procedures on the budget process, administered by Group Finance, with financial performance monitored for all major subsidiaries and reviewed against budget on a quarterly basis. The Group engages external auditors for statutory audits, subjects its operations to internal audit, and maintains risk-management advisory oversight, reinforcing the integrity of its financial management. Through its operations and its engagement of local suppliers and service providers, the Group also generates direct and indirect employment and supports economic activity in the communities in which it operates. Further information on the Group's financial performance for FY2026 is provided in the Management Discussion and Analysis and Financial Statements sections of this Annual Report.

Moving Forward: The Group will continue to pursue sustainable, long-term value creation across its financial services, education, hospitality and cinema businesses, supported by disciplined financial management and sound governance. The Group remains committed to balancing profitability with its broader responsibilities to society, the environment and its stakeholders, while supporting economic activity in the communities in which it operates.

2 SUPPLY CHAIN MANAGEMENT

Sustainable Supply Chain Management

We recognise that responsible supply chain management is an important component of its broader sustainability approach. The Group seeks to promote responsible business practices across its supply chain by considering relevant environmental, social and governance ("ESG") factors in its procurement and engagement with suppliers and service providers.

Given the diverse nature of the Group's businesses, procurement requirements and sustainability considerations may vary across business segments. Where relevant, suppliers and service providers are expected to conduct their business responsibly, ethically and in compliance with applicable laws and regulations. This includes expectations relating to fair labour practices and human rights, occupational safety and health, business ethics and integrity, and environmental responsibility.

The Group also encourages its suppliers and business partners to uphold appropriate standards of integrity and ethical conduct in their dealings with MAAG. Where applicable, sustainability-related considerations may be incorporated into supplier selection, evaluation and ongoing engagement, taking into account the nature, scale and risk profile of the goods or services procured.

Environmental and Social Considerations

The Group continues to strengthen the consideration of environmental and social factors within its supply chain management practices. Depending on the nature of the procurement and business activity, relevant considerations may include responsible resource use, waste management, environmental compliance, occupational safety and health, labour practices, human rights and ethical business conduct.

Supporting Local Procurement

We recognise that local procurement can contribute positively to the domestic economy and communities in which the Group operates. Where commercially viable and appropriate, the Group encourages its business segments to procure goods and services from local suppliers.

Apart from supporting local businesses, local sourcing may provide operational benefits such as shorter lead times, greater supply chain responsiveness and reduced transportation requirements. Where specialised products, expertise or services are not readily available locally, the Group may engage overseas suppliers based on operational and business requirements.

We recognise that effective supply chain sustainability requires ongoing engagement and continuous improvement. The Group will continue to enhance its procurement and supplier management practices, where appropriate, to strengthen the integration of sustainability considerations across its business operations and supply chain.

Moving Forward: The Group will continue strengthening its supply chain management practices by enhancing supplier engagement, improving assessment processes and promoting responsible procurement standards across its operations. The Group remains committed to working closely with suppliers to uphold ethical business practices, support local economic development and integrate sustainability considerations into procurement decisions, contributing to a more resilient and responsible supply chain.

LINKAGE OF MATERIAL SUSTAINABILITY MATTERS

Environmental

The Group recognises the importance of managing the environmental impacts associated with its operations and is committed to improving resource efficiency and responsible environmental practices across its businesses.

For FY2026, the Group's environmental disclosures focus on Energy Management and Water Management, which have been identified as relevant environmental sustainability matters based on the Group's operations and materiality assessment. The Group continues to monitor environmental matters and will progressively enhance its environmental management practices and disclosures where relevant.

3 ELECTRICITY CONSUMPTION

The hotel industry is recognised as one of the more energy-intensive segments of the tourism sector. Air-conditioning, ventilation and cooling systems typically account for a significant proportion of energy consumption, alongside other major energy uses such as hot water production, lighting, elevators and other building facilities.

The Group's Hospitality segment continues to adopt energy conservation measures across its operations as part of its efforts to improve energy efficiency, reduce unnecessary consumption and minimise its environmental impact.

The Group's key energy-conservation measures include:

- **Efficient lighting and smart controls** — Key-card-activated power in all guest rooms, energy-saving lighting throughout guest rooms and common corridors, and timer control of corridor lighting, bathroom exhaust fans and swimming-pool pumps.
- **Cooling and HVAC optimisation** —Deactivation of corridor air-conditioning during the day and timer-programmed operation of equipment to smooth demand and avoid power surges.
- **Operational controls** — Disconnection of main power and appliances on closed floors, and routine maintenance to keep plant running efficiently.

Together, these measures reduce both operating costs and the Group's environmental footprint. They have been progressively implemented across the Group's hotels in recent years, with the properties adopting energy-efficient solutions to prevent waste and lessen environmental impact. During the year, one of the Group's hotels recorded a slight increase in electricity use, driven by higher post-pandemic occupancy, seasonal extreme-heat conditions, and recent equipment maintenance and upgrades. The Group intends to progressively expand energy measurement across its operations and to identify further efficiency opportunities as its data systems mature.

	FY2024	FY2025	FY2026
Electricity consumption within the reporting boundary (Megawatt, "MW")	2,095	2,074	**1,972**

Moving Forward: The Group will continue to advance its energy-conservation efforts across its operations, prioritising its most energy-intensive properties and progressively expanding the measurement of its energy consumption. The Group remains committed to improving energy efficiency and the coverage and quality of its environmental data over time, reducing both operating costs and its environmental footprint.

4 WATER MANAGEMENT

The Group recognises water as an important natural resource and is committed to promoting responsible water consumption across its operations. The nature and level of water consumption vary across the Group's businesses, with certain operations, particularly within the Hospitality segment, having relatively greater operational water requirements.

The Group monitors water consumption within its reporting boundary to understand usage trends and identify opportunities to improve water efficiency. Where applicable, water-management measures include monitoring and prompt repair of leaks, installation of water-efficient fixtures and fittings, awareness initiatives to encourage responsible water use, and routine maintenance of plumbing and water systems.

The Group continues to promote responsible water consumption across its operations. Key measures implemented, where applicable, include:

- **Monitoring and leak repair** — Regular monitoring of water consumption and prompt repair of leaks to prevent waste.
- **Water-saving fittings** — Installation of water-efficient fixtures such as dual-flush toilets, sensor or low-flow taps, and aerators in guest rooms and common areas.
- **Awareness and signage** — Visible signage and staff practices that encourage responsible water use among employees and guests.
- **Operational maintenance** — Routine servicing of plumbing and water systems to maintain efficiency and limit losses.

Total volume of water used:

	FY2024	FY2025	FY2026
Water consumption within the reporting boundary (Megalitres)	18,055	14,953	**14,860**

Moving Forward: The Group will continue to promote responsible water use across its operations, with a focus on its hospitality properties where water consumption is most material. The Group remains committed to strengthening the monitoring and reporting of its water usage and to improving water efficiency progressively over time.

LINKAGE OF MATERIAL SUSTAINABILITY MATTERS

Social

5 EMPLOYEE HEALTH & SAFETY

At MAAG, we are committed to maintaining a safe and healthy workplace for all our employees, contractors, and visitors. We recognise that a strong health and safety culture is critical to the well-being of our workforce and the success of our business. As such, we adhere to the Global Reporting Initiative (GRI) standards, particularly GRI 403, to ensure we effectively manage health and safety risks and continuously improve our performance in this area. We strive to maintain zero fatalities annually by preventing and minimising workplace incidents:

	FY2024	FY2025	FY2026
No. of work-related fatalities	0	0	**0**
Lost time incident Rate	0	0	**0**

As part of our commitment to health and safety, we regularly review and update our policies and procedures to reflect current best practices and comply with relevant legislation. We recognize that our success in managing health and safety risks is not just important for our employees and business but also for the broader community. As such, we engage with stakeholders to understand their expectations and concerns and to ensure that we are effectively managing any potential risks to their health and safety. We have also engaged health and safety experts to provide talks and training to all staff, covering topics such as emergency response, first aid, work safety, etc.

Training and awareness. We have engaged health and safety experts to deliver talks and training to staff, covering topics such as emergency response, first aid and workplace safety. These programmes build employee awareness and reinforce safe working practices across our operations.

In summary, we are committed to maintaining a strong health and safety culture, where employees are involved in managing risks, and we continuously monitor and improve our performance. Our commitment to health and safety is not only crucial to our workforce and business success, but it is also critical to the well-being of our stakeholders and the broader community.

Moving Forward: The Group will continue to strengthen its health and safety culture through robust policies, active employee involvement and expanded training and awareness programmes. The Group remains committed to maintaining zero work-related fatalities and a low lost-time incident rate, safeguarding the wellbeing of its employees, contractors and visitors across all its operations.

6 LABOUR PRACTICES, STANDARDS & TALENT

The Group recognises that fair employment practices and effective talent management are important to attracting, developing and retaining a capable workforce. We are committed to maintaining fair and responsible employment practices, providing appropriate remuneration and benefits, and supporting employees' professional growth and career development.

Our approach to human capital management encompasses talent attraction and retention, employee development, performance management and workforce planning. These practices support the Group in maintaining the skills and capabilities required to meet its evolving business needs.

Talent Attraction and Retention. The Group seeks to attract, develop and retain employees with the appropriate skills, experience and capabilities to support our operations. Employment matters are managed by Group Human Resources ("GHR"), with oversight provided through the Group's established governance structure.

GHR monitors workforce movements, including employee recruitment and turnover, to provide Management with visibility over workforce trends and support human resource planning. Relevant human resource matters are also reported to the Nomination and Remuneration Committee ("NRC"), where appropriate.

As part of our efforts to develop future talent, the Group provides practical training opportunities to undergraduates where appropriate. These opportunities provide participants with exposure to a professional working environment and practical experience of the Group's corporate culture, processes and operations.

Employee Turnover

The Group monitors employee turnover as part of its workforce management practices. Understanding employee movement enables the Group to identify workforce trends and, where appropriate, consider measures to strengthen employee engagement and retention.

Employee Category	FYE 2024 Resigned	FYE 2025 Resigned	FYE 2026 Resigned
Senior Management	8	4	**10**
Middle Management	37	49	**49**
Executive	114	121	**129**
Non-Executive	190	155	**187**

Training and development. The Group recognises that continuous learning and skills development are important in maintaining a capable and adaptable workforce. GHR coordinates employee training and development initiatives to enhance employees' knowledge, competencies and professional capabilities.

Training and development opportunities may include internal and external training programmes, workshops, seminars and other learning initiatives relevant to employees' roles and development needs. Employees are also encouraged to pursue appropriate professional development opportunities to enhance their competencies and support their career progression. The Group continues to review its learning and development initiatives to ensure that training remains relevant to employee development and evolving business requirements.

Total Number of Training Hours:

Employee Category	Training Hours		
	FYE 2024	FYE 2025	FYE 2026
Senior Management	570	357	**169.5**
Middle Management	2,125	1517	**1,169.5**
Executive	1,575	1414	**925**
Non-Executive	340	2405	**2,247**

Performance and career development. The Group adopts a structured performance management process to assess employee performance and support continuous development. Performance evaluations are conducted periodically based on established performance criteria, including Key Performance Indicators ("KPIs"), job responsibilities and other relevant assessment criteria.

Performance and career development reviews provide an opportunity for employees and their respective supervisors to discuss performance, identify areas for improvement and consider relevant development needs. These reviews also support the alignment of individual performance with departmental and organisational objectives.

The Group remains committed to strengthening its human capital practices by supporting employee development, monitoring workforce trends and continuously reviewing its talent management practices to meet the evolving needs of its businesses.

Moving Forward: The Group will continue strengthening its labour practices and human capital management by investing in employee training and development and enhancing talent attraction and retention. The Group remains committed to upholding fair and ethical employment practices and to fostering a supportive and engaging work environment across its businesses.

7 DIVERSITY, EQUITY & INCLUSION

We believe that diversity and inclusion are essential to our long-term success. We recognise that a diverse and inclusive workplace not only benefits our employees but also drives innovation, fosters creativity, and improves our ability to connect with and serve our customers.

We are committed to creating a workplace culture that values and respects differences in gender, ethnicity, age, disability, and other factors. We believe that diversity in our governance bodies and employees is critical to our success, and we are committed to building a diverse and inclusive workforce.

We are committed to promoting gender equality and addressing any gender pay gaps within our organisation. We regularly review our pay policies to ensure that they are fair and equitable. We also prioritise gender diversity in our recruitment and promotion processes and support women's career development and leadership programs.

We understand that diversity and inclusion require ongoing commitment and effort, and we are committed to continuous improvement. We regularly review our policies and practices to ensure that they align with our values and promote diversity and inclusion in all aspects of our operations.

Overall, at MAAG, we believe that diversity and inclusion are essential to our success and our ability to make a positive impact on society. We are committed to creating a diverse and inclusive workplace and promoting gender equality in our organisation. We will continue to work towards creating a workplace culture that values and respects differences and fosters innovation and creativity.

Percentage by Gender:

Employee Category	FYE 2024		FYE 2025		FYE 2026	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Board of Directors	80	20	80	20	**71**	**29**
Senior Management	76	24	81	19	**89**	**11**
Middle Management	50	50	51	49	**47**	**53**
Executive	36	64	33	67	**35**	**65**
Non-Executive	59	41	57	43	**53**	**47**

Percentage by Age Group:

Employee Category	FYE 2024		
	Under 30 years old (%)	30 - 50 years old (%)	Over 50 years old (%)
Board of Directors	-	-	100
Senior Management	3	62	35
Middle Management	8	74	18
Executive	39	57	4
Non-Executive	62	29	9

Employee Category	FYE 2025		
	Under 30 years old (%)	30 - 50 years old (%)	Over 50 years old (%)
Board of Directors	-	20	80
Senior Management	-	39	61
Middle Management	5	77	18
Executive	32	60	8
Non-Executive	56	34	10

Employee Category	FYE 2026		
	Under 30 years old (%)	30 - 50 years old (%)	Over 50 years old (%)
Board of Directors	-	14	86
Senior Management	3	41	57
Middle Management	7	74	19
Executive	26	67	8
Non-Executive	64	27	9

Moving Forward: The Group will continue to foster a diverse and inclusive workplace that values equal opportunity across gender, age and background. The Group remains committed to maintaining diversity across its workforce and Board and to embedding fair and inclusive practices throughout its employment processes.

8 HUMAN RIGHTS

The Group is committed to respecting human rights and promoting fair and responsible labour practices across its operations and, where applicable, its supply chain. Our approach is guided by the principles of the Universal Declaration of Human Rights, relevant principles of the International Labour Organization ("ILO"), and applicable Malaysian employment laws and regulations.

The Group does not tolerate child labour, forced or compulsory labour, discrimination or other forms of unfair employment practices. We are committed to promoting fair treatment, equal opportunity and a respectful working environment for our employees. These considerations are particularly relevant to our people-intensive operations, including the hospitality segment, as well as our engagement with suppliers, contractors and other business partners.

Human rights and fair labour practices are supported through the Group's employment practices, Code of Conduct and Ethics, supplier expectations and established grievance and reporting channels, including the Whistleblowing Policy. These mechanisms provide employees and relevant stakeholders with channels to raise concerns relating to inappropriate conduct or potential violations.

The Group also seeks to incorporate responsible labour practices into its supply chain by communicating its expectations to suppliers and business partners, where applicable. Suppliers are expected to conduct their operations responsibly and comply with applicable labour, safety and ethical requirements.

The Group maintains zero tolerance for violations of labour standards and upholds the following principles:

1. **Prevention of child labour** — The Group does not employ individuals under the age of 18. Recruitment processes include verification of legal documentation to confirm compliance with minimum-age requirements.
2. **Prevention of forced labour** — Forced, bonded or involuntary labour is strictly prohibited. All employment relationships are voluntary and free from coercion or deception.
3. **Responsible working hours** — The Group monitors working hours for compliance with applicable regulations, and overtime is subject to approval and managed responsibly.
4. **Equal Opportunity and Non-Discrimination** — The Group is committed to providing a workplace that promotes fair treatment and equal opportunity and does not tolerate discrimination based on characteristics protected under applicable laws and regulations.

During the financial year, no confirmed incidents of discrimination or human rights violations were reported to the Group.

Moving Forward: The Group will continue to uphold human rights across its operations and supply chain, guided by the principles of the Universal Declaration of Human Rights and applicable Malaysian law. The Group remains committed to maintaining zero confirmed incidents of discrimination or human-rights violations and to strengthening its grievance and whistleblowing channels.

9 COMMUNITY & SOCIETY

At MAAG, we believe that our long-term success is closely linked to the well-being of the communities where we operate. As our primary focus remains on delivering value to our shareholders by managing corporate resources with utmost care and efficiency, our approach to philanthropy is focused more on hands-on involvement rather than financial donations, allowing us to contribute in a way that is both meaningful and sustainable.

While we may not allocate corporate funds specifically to philanthropy, we actively engage in initiatives that make a tangible difference in the lives of those in need. We believe that by encouraging our employees to volunteer and support causes that resonate with them, we foster a culture of compassion and social responsibility within our organisation. This not only benefits the communities we serve but also enhances the personal growth and fulfilment of our employees. For example, our employees regularly volunteer their time and skills to support local community, charitable events and community development projects as per below:

No.	Date	Community Engagement
1	21 February 2026	Visit to Petrosains Kuantan with underprivileged children
2	22 February 2026	Kuantan River Cruise with underprivileged children
3	27 February 2026	Bubur Lambuk Distribution for the public
4	28 February 2026	Food Distribution at Mosques in Kuantan
5	11 March 2026	Internal celebration of International Women's Day #GiveToGain with women of MAA Group Berhad

Overall, MAAG is dedicated to maintaining a balance between our responsibility to shareholders and our commitment to social responsibility. By focusing on volunteerism and direct community engagement, we believe we are making a positive and lasting impact while staying true to our core mission.

Moving Forward: The Group will continue to support the communities in which it operates through employee volunteerism, direct engagement and educational initiatives. The Group remains committed to broadening the reach and impact of its community activities and to contributing meaningfully to social development in a sustainable manner.

LINKAGE OF MATERIAL SUSTAINABILITY MATTERS

Governance

Strong governance, ethical business conduct and regulatory compliance are fundamental to the Group's long-term sustainability and stakeholder trust. The Group's material governance matters include Anti-Corruption, Risk Management, Regulatory Compliance, and Data Privacy and Cybersecurity, which are managed through established policies, governance structures and internal controls.

10 CORPORATE GOVERNANCE & BUSINESS ETHICS

The Board of Directors holds overall responsibility for the Group's governance and provides oversight of its strategic direction, risk management and internal control environment. The Board is supported by its Committees and Senior Management in promoting a culture of integrity, transparency and accountability across the organisation. Details of the Board's composition, independence and activities are set out in the Corporate Governance Overview Statement of this Annual Report.

The Group's ethical standards are anchored in its Code of Conduct and Ethics, which sets out the standards of professional and ethical behaviour expected of Directors, senior officers and employees. Employees are expected to act with integrity, comply with applicable laws and regulations, and avoid conduct that could compromise the interests or reputation of the Group.

The Group maintains a Whistleblowing Policy that provides confidential channels for employees and relevant stakeholders to report suspected misconduct or breaches of policy without fear of reprisal. Reports are handled under established procedures that safeguard confidentiality and support appropriate investigation and follow-up.

The Group periodically reviews its governance policies, processes and internal controls to ensure they remain relevant and effective in light of evolving regulatory requirements, business activities and emerging risks.

Moving Forward: The Group will continue to uphold high standards of corporate governance, integrity and ethical conduct, supported by its Code of Conduct, Whistleblowing Framework and internal controls. The Group remains committed to reviewing and strengthening its governance policies and practices in line with evolving regulatory requirements and stakeholder expectations.

11 ANTI-BRIBERY & CORRUPTION

We strive to undertake all our business operations with integrity. This is a critical issue to any successful company as we seek to ensure stakeholders' confidence in the management of the business as well as ensuring our reputation remains unblemished in the public eye. Corruption and fraudulent practices are some of the main causes of inefficiency for any business. These actions can result in serious ramifications; from criminal sanctions to the halting of further business activities, as well as reputational damage in the areas we operate. At MAAG, we have undertaken rigorous measures to avoid corruption at any level. We will continue to remain vigilant in upholding any and all applicable local and international laws that apply to our business.

At MAAG, we have established an Anti-Fraud Framework and Policy, Anti-Corruption Framework and Policy, Whistleblowing Policy and Enterprise Risk Management ("ERM") Framework that governs all our subsidiaries. The Group's latest Anti-Corruption Policy is also publicly available on our website, reflecting our commitment to ethical business practices and compliance with relevant laws and regulations.

In line with the requirement under Paragraph 15.29 of the MMLR of Bursa Securities, the Group has established the Anti-Corruption Policy, guided by the Guidelines on Adequate Procedures issued pursuant to Section 17A(5) of the Malaysian Anti-Corruption Commission Act 2009 by the Prime Minister Department on 4 December 2018, of which, management and employees must adhere to.

Governance and Oversight

The Group recognises that effective governance and oversight are essential in maintaining an ethical business environment. Anti-bribery and anti-corruption requirements are incorporated into the Group's governance and risk management processes, with relevant risks and matters monitored and escalated to Management and the appropriate governance bodies, where necessary.

The Group periodically reviews its anti-corruption policies, procedures and controls to ensure their continued relevance and effectiveness, taking into consideration changes in the Group's business activities, risk environment and applicable regulatory requirements.

Corruption Risk Management

Bribery and corruption risks are considered as part of the Group's broader risk management processes. Relevant business activities and processes are assessed, where appropriate, to identify potential exposure to bribery and corruption risks and to determine whether existing controls remain adequate.

Areas involving interactions with third parties, procurement, payments, conflicts of interest and other activities with heightened integrity risks are subject to appropriate controls based on the nature and level of risk identified. The Group continues to monitor these risks and strengthen its controls where necessary.

Anti-Corruption Training and Awareness

The Group recognises that employee awareness plays an important role in preventing bribery and corruption. Employees are provided with relevant anti-bribery and anti-corruption training and awareness to reinforce their understanding of the Group's requirements and their responsibilities in maintaining ethical business practices.

New employees are required to complete introductory anti-corruption training as part of their onboarding requirements, while existing employees attend periodic refresher training. The training covers relevant anti-bribery and anti-corruption requirements, expected standards of conduct and the channels available for reporting suspected improper conduct.

The Group will continue to strengthen its training and awareness initiatives to promote a culture of integrity and accountability across its operations.

Anti-Corruption Training	Period / No of Participants by employee category			
	FYE 2024			
	Senior Management (%)	Middle Management (%)	Executive (%)	Non-Executive (%)
1) Introduction Course	2	13	29	56
2) Refresher Course	2	28	36	34
	FYE 2025			
1) Introduction Course	3	26	50	21
2) Refresher Course	1	8	74	17
	FYE 2026			
1) Introduction Course	**2**	**9**	**38**	**45**
2) Refresher Course	**5**	**27**	**45**	**23**

Reporting and Whistleblowing

The Group encourages employees and relevant stakeholders to raise concerns regarding suspected bribery, corruption, fraud or other improper conduct through its established reporting channels, including those provided under the Whistleblowing Policy.

Reports received are handled in accordance with the Group's established procedures, with appropriate measures in place to safeguard confidentiality. Where allegations are substantiated, appropriate corrective and/or disciplinary actions will be taken in accordance with applicable policies, procedures and laws. The Group monitors reported and confirmed incidents of corruption as part of its commitment to maintaining high standards of integrity and accountability.

Description	Number of cases		
	FYE 2024	FYE 2025	FYE 2026
No. of confirmed corruption incidents	0	0	**0**

Moving Forward: The Group will continue to reinforce its zero-tolerance stance on bribery and corruption through ongoing training, awareness and policy enforcement. The Group remains committed to strengthening employee training coverage and to formalising corruption risk assessment across its operations, in line with the Guidelines on Adequate Procedures.

12 RISK MANAGEMENT

Risk management is an integral component of the Group's corporate governance framework, underpinning efforts to create long-term value and resilience. The Group manages risk through an Enterprise Risk Management ("ERM") framework, which provides a structured approach to identifying, assessing, treating and monitoring the risks including sustainability-related risks that could affect the achievement of the Group's objectives.

The Board of Directors is ultimately accountable for the effectiveness of the risk management system. It is supported by the Risk and Sustainability Committee ("RSC"), which reviews the Group's risk landscape, evaluates the adequacy of controls, and oversees the consistent application of risk management across the business. This includes identifying emerging risks, evaluating existing controls, and considering mitigation strategies — with particular attention to areas such as regulatory compliance, supply chain integrity and operational resilience.

Risk management operates on a three-lines-of-defence model, with the Group Compliance function serving as the second line. Business units are responsible for assessing and updating their risk profiles, with risks evaluated by likelihood and potential impact on business continuity, stakeholder trust and long-term performance. These assessments inform action plans that are monitored by Senior Management and the RSC, with significant risks and progress updates escalated through structured reporting channels and reviewed periodically.

Support functions — including compliance, procurement and strategy — reinforce sustainability governance and internal control, while internal audit provides independent, additional assurance over the adequacy and effectiveness of the Group's risk management processes. Further details on the Group's risk governance and internal control are set out in the Statement on Risk Management and Internal Control of this Annual Report.

Moving Forward: The Group will continue to strengthen its Enterprise Risk Management framework and risk oversight, including the integration of sustainability-related risks into its risk processes. The Group remains committed to maintaining a robust, three-lines-of-defence approach that supports informed decision-making and long-term resilience.

13 REGULATORY COMPLIANCE

The Group is committed to conducting its business in compliance with applicable laws, regulations and regulatory requirements across the jurisdictions and sectors in which it operates. Given the diverse nature of the Group's businesses, the respective business units and functions are responsible for identifying and complying with regulatory requirements applicable to their operations.

The Group's approach to regulatory compliance is guided by its Compliance Framework, which establishes the overarching principles and responsibilities for managing compliance obligations across the Group. This is supported by relevant policies, procedures and internal controls applicable to the Group's respective businesses.

The Group's compliance management practices including, where applicable:

- Monitoring changes in applicable laws, regulations and regulatory requirements;
- Assessing the impact of regulatory developments on the Group's businesses;
- Communicating relevant regulatory requirements and changes to affected business units;
- Reviewing and updating relevant policies, procedures and controls;
- Providing compliance guidance and awareness to relevant employees;
- Monitoring and reporting compliance matters to Management and the relevant governance bodies; and
- Implementing and monitoring corrective actions where compliance gaps are identified.

Regulatory developments are monitored by the relevant functions and, where applicable, assessed for their impact on the Group's operations. Material regulatory changes and compliance requirements are communicated to the relevant business units, with policies, procedures and controls reviewed and updated where necessary.

Compliance matters are monitored through established reporting and oversight processes. Material compliance issues are escalated to Management and the relevant Board Committees, where appropriate, and corrective actions are undertaken to address identified gaps and mitigate the risk of recurrence.

During the reporting period, no significant instances of non-compliance with applicable laws and regulations were identified, and no significant fines or non-monetary sanctions arising from non-compliance were recorded. The Group remains committed to maintaining a strong compliance culture and strengthening its compliance practices in response to evolving regulatory requirements.

Moving Forward: The Group will continue strengthening its compliance framework and monitoring processes across the multiple regulated sectors in which it operates. The Group remains committed to maintaining compliance with applicable laws and regulations, including its anti-money-laundering and counter-financing-of-terrorism obligations, across all its businesses.

14 DATA PRIVACY & SECURITY

Data Privacy & Cybersecurity

The Group recognises the importance of protecting the personal and confidential information entrusted to it by customers, employees, business partners and other stakeholders. Maintaining appropriate data privacy and cybersecurity practices is essential to safeguarding stakeholder trust and supporting the resilience of the Group's operations.

The Group's approach to personal data protection is supported by its Personal Data Protection Policy and PDPA Code of Conduct, which establish requirements for the responsible collection, use, storage, disclosure and protection of personal data in accordance with applicable requirements.

Cybersecurity Management

The Group maintains appropriate technical and organisational measures to manage cybersecurity risks and protect its information systems and data. These include access controls, security monitoring, anti-virus and firewall protection, system updates and other measures appropriate to the nature of the Group's operations and information assets.

Employees are provided with relevant data protection and cybersecurity awareness to reinforce their responsibilities in safeguarding information and recognising potential security threats. The Group continues to review and enhance its cybersecurity practices in response to evolving technology and cyber risks.

Privacy and Security Incidents

The Group monitors substantiated complaints concerning breaches of customer privacy and identified incidents involving the loss, theft or unauthorised disclosure of personal data. Where incidents are identified, they are assessed and managed in accordance with the Group's established procedures and applicable regulatory requirements.

Description	Number of cases		
	FYE 2024	FYE 2025	FYE 2026
No. of complaints received concerning customer privacy and losses of customer data	0	0	**0**

Moving Forward: The Group will continue to safeguard the personal data entrusted to it and to strengthen its data-protection and cybersecurity controls. The Group remains committed to maintaining zero substantiated complaints concerning customer privacy and to enhancing its resilience against evolving cyber threats.

MAA GROUP BERHAD

BMLR Transition Period

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Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category – Senior Management	Percentage	3	2	-	No assurance
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category – Middle Management	Percentage	26	9	-	No assurance
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category – Executive	Percentage	50	38	-	No assurance
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category – Non-executive	Percentage	21	45	-	No assurance
Anti-Corruption	Percentage of operations assessed for corruption--related risks	Percentage	100	100	100	No assurance
Anti-Corruption	Confirmed incidents of corruption and action taken	Number	0	0	0	No assurance
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	Value	0	0	-	No assurance
Diversity	Percentage of employees by gender and employee category – Board of Directors – Male	Percentage	67	71	-	No assurance
Diversity	Percentage of employees by gender and employee category – Board of Directors – Female	Percentage	33	29	-	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Percentage of employees by gender and employee category – Senior Management – Male	Percentage	81	89	-	No assurance
Diversity	Percentage of employees by gender and employee category – Senior Management – Female	Percentage	19	11	-	No assurance
Diversity	Percentage of employees by gender and employee category – Middle Management – Male	Percentage	51	47	-	No assurance
Diversity	Percentage of employees by gender and employee category – Middle Management – Female	Percentage	49	53	-	No assurance
Diversity	Percentage of employees by gender and employee category – Executive – Male	Percentage	33	35	-	No assurance
Diversity	Percentage of employees by gender and employee category – Executive – Female	Percentage	67	65	-	No assurance
Diversity	Percentage of employees by gender and employee category – Non-Executive – Male	Percentage	57	53	-	No assurance
Diversity	Percentage of employees by gender and employee category – Non-Executive – Female	Percentage	43	47	-	No assurance
Diversity	Percentage of employees by age group and employee category – Board of Directors – Under 30	Percentage	0	0	-	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Percentage of employees by age group and employee category – Board of Directors – 30 to 50	Percentage	17	14	-	No assurance
Diversity	Percentage of employees by age group and employee category – Board of Directors – Over 50	Percentage	83	86	-	No assurance
Diversity	Percentage of employees by age group and employee category – Senior Management – Under 30	Percentage	0	3	-	No assurance
Diversity	Percentage of employees by age group and employee category – Senior Management – 30 to 50	Percentage	61	41	-	No assurance
Diversity	Percentage of employees by age group and employee category – Senior Management – Over 50	Percentage	39	57	-	No assurance
Diversity	Percentage of employees by age group and employee category – Middle Management – Under 30	Percentage	5	7	-	No assurance
Diversity	Percentage of employees by age group and employee category – Middle Management – 30 to 50	Percentage	77	74	-	No assurance
Diversity	Percentage of employees by age group and employee category – Middle Management – Over 50	Percentage	18	19	-	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Percentage of employees by age group and employee category – Executive – Under 30	Percentage	32	26	-	No assurance
Diversity	Percentage of employees by age group and employee category – Executive – 30 to 50	Percentage	60	67	-	No assurance
Diversity	Percentage of employees by age group and employee category – Executive – Over 50	Percentage	8	8	-	No assurance
Diversity	Percentage of employees by age group and employee category – Non-Executive – Under 30	Percentage	56	64	-	No assurance
Diversity	Percentage of employees by age group and employee category – Non-Executive – 30 to 50	Percentage	34	27	-	No assurance
Diversity	Percentage of employees by age group and employee category – Non-Executive – Over 50	Percentage	10	9	-	No assurance
Energy Management	Total energy consumption	Megawatt	2074	1972	-	No assurance
Health and Safety	Number of work-related fatalities	Number	0	0	0	No assurance
Health and Safety	Lost time incident rate	Rate	0	0	0	No assurance
Labour Practices and Standards	Total hours of training by employee category – Senior Management	Hours	357	170	-	No assurance
Labour Practices and Standards	Total hours of training by employee category – Middle Management	Hours	1517	1170	-	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Labour Practices and Standards	Total hours of training by employee category – Executive	Hours	1414	925	-	No assurance
Labour Practices and Standards	Total hours of training by employee category – Non-Executive	Hours	2405	2247	-	No assurance
Labour Practices and Standards	Total number of employee turnover by employee category – Senior Management	Number	4	10	-	No assurance
Labour Practices and Standards	Total number of employee turnover by employee category – Middle Management	Number	49	49	-	No assurance
Labour Practices and Standards	Total number of employee turnover by employee category – Executive	Number	121	129	-	No assurance
Labour Practices and Standards	Total number of employee turnover by employee category – Non-Executive	Number	155	187	-	No assurance
Supply Chain Management	Proportion of spending on local suppliers	Percentage	100	98	-	No assurance
Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0	No assurance
Water	Total volume of water used	Megalitres	14953	14860	-	No assurance