CORPORATE GOVERNANCE REPORT

STOCK CODE : 1694

COMPANY NAME: MENANG CORPORATION (M) BERHAD

FINANCIAL YEAR : June 30, 2023

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCEDisclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

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

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

SECTION A - DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	:	Applied
Explanation on application of the practice		The Board of Directors ("Board") of Menang Corporation (M) Berhad is responsible for formulating and reviewing the strategic direction, core values and management of the Company and its subsidiaries ("Group") to ensure that the Group operates with integrity and in compliance with all the applicable laws, rules and regulations.
		The Company's Board Charter clearly defines the roles, responsibilities and authorities of the Board and the management in setting the direction, the management and control of the Company. The Board Charter is made available on the Company's website.
		The Board has established the Audit and Risk Management Committee, Nomination Committee and Remuneration Committee to assist it in the execution of its responsibilities. The functions, duties and responsibilities of the Board Committees are set out in the respective Terms of Reference approved by the Board. These Committees assist the Board in making informed decisions through in-depth discussions on issues in discharge of the respective committees' Terms of Reference and responsibilities. The respective Terms of Reference are made available on the Company's website.
		The Board has also provided authority to the Executive Directors for the operational management of the Group's business to ensure an effective day-to-day running and management of the Group.
Explanation for departure	:	
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Measure	:	
Timeframe	:	

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		The Chairman's role and responsibilities have been set forth in the
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application of the		Board Charter of the Company.
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Explanation for		
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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 1.3The positions of Chairman and CEO are held by different individuals.

Amplication	Applied
Application :	Applied
Explanation on : application of the practice	Presently, the Company has appointed Mr. Toh May Fook, as an Executive Chairman of the Company, who leads the Board with focus on governance and compliance and acts as a facilitator at Board meetings to ensure that relevant views and contributions from Directors are forthcoming on matter being deliberated and that no Board members dominates the discussion. Currently, the Company does not have a Group Managing Director/ Group Chief Executive Officer ("Group MD/Group CEO"). The Board delegates the responsibility of implementing the Group's strategies, business plans, policies and day- to-day management to the Executive Committee which consist of the Executive Directors and supported by the Senior Management team and personnel. The Company's Board Charter defines the respective roles and
	responsibilities of the Chairman and Group MD/Group CEO which is published on the Company's website.
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Timeframe :	

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.

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 pro	ctice should be a 'Departure'.			
Application :	Applied			
Explanation on :	The Chairman of the Board is not a member of the Audit and Risk			
application of the	Management Committee, Nomination Committee and Remuneration			
practice	Committee of the Company.			
Explanation for :				
departure				
	ired to complete the columns below. Non-large companies are encouraged			
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Measure :				
Timeframe :				

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

Practice 1.5

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

Application	:	Applied
Explanation on application of the practice	:	The Company Secretaries are qualified Chartered Secretaries under Section 235(2)(a) of the Companies Act 2016, and a member of the Malaysian Institute of Chartered Secretaries and Administrators. All Directors have access to the advice and services of the Company Secretaries, who are responsible to the Board in providing sound governance advice and ensuring that the Board complies with the necessary rules and regulation. The Company Secretaries circulated the relevant guidelines on statutory and regulatory requirements from time to time and update the Board on the same at Board meetings. The Company Secretaries also notified the Directors and Principal Officers on the closed period for trading in the Company's securities, in accordance with Paragraph 14 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. The Company Secretaries also ensure that deliberations at Board and Board Committee meetings are well captured, minuted and documented. The roles and responsibilities of the Company Secretaries have been set forth in the Board Charter of the Company which is available on the Company's website.
Explanation for departure	:	
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Measure	:	
Timeframe	:	

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

Practice 1.6

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

Application :	Applied
Explanation on : application of the practice	The notice of the Directors' meeting is given in writing at least seven (7) days prior to the meeting together with the relevant agenda items in order for the Board to have sufficient time to go through the meeting materials in order to have a conducive and meaningful discussion in the meeting.
	Upon conclusion of the meeting, the minutes are prepared and circulated to the Board and the Board Committees for review/comments in a timely manner.
Explanation for : departure	
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Measure :	
Timeframe :	

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	In performing its duties, the Board is guided by the Board Charter that sets out amongst others its roles, composition, responsibilities, powers and the Board Committees meeting precedures. The key
practice	and the Board and the Board Committees meeting procedures. The key elements of governance principles embedded in the Board Charter regulate the Board's conducts and guide the business strategic initiative of the Group.
	There is a formal schedule of matters reserved for the Board's consideration and decision which is set out in the Board Charter. A copy of the Board Charter is available on the Company's website.
Explanation for :	
departure	
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Measure :	
Timeframe :	

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 Company has established a Code of Conduct and Ethics ("the Code") which serves to emphasize the Group's commitment to ethics and compliance with the law in its business operations. It provides a framework for all employees and directors of the Group, ensuring the observance to and compliance with the standards of integrity and behaviour that the Group is committed to. Subsequent to the implementation of the Malaysian Anti-Corruption Commission (Amendment) Act 2018 which came into force in 2020 to introduce corporate liability for corruption offences involving
		commercial organisations, the Company had adopted the Anti-Bribery and Anti-Corruption Policy ("ABAC Policy"). A copy of the Code and ABAC Policy are available on the Company's website.
Explanation for departure	:	
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Measure	:	
Timeframe	:	

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 Board had established a Whistleblowing Policy and Procedures to enhance corporate governance practices across the Group and to provide Directors, Employees, Shareholders or any parties with a business relationship of the Group with an avenue to report suspected wrongdoings that may adversely impact the Group. The aim of the Whistleblowing Policy and Procedures is to encourage the reporting of such matters in good faith, with the confidence that the person filing the report, as far as possible, be protected from reprisal, harassment or subsequent discrimination. The Whistleblowing Policy and Procedures of the Company is available on the Company's website.
Explanation for departure	:	
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Measure	:	
Timeframe	:	

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	One of the key responsibilities of the Board of Directors of the Company as enshrined in the Board Charter is to ensure the Company and its subsidiaries' (collectively referred to as "the Group") strategies promote sustainability. Accordingly, the Board is ultimately accountable for ensuring that sustainability is integrated into the strategic direction of the Group. To achieve this, the Board continuously ensures that there is an effective governance framework for sustainability within the Group.
Explanation for : departure	
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Measure :	
Timeframe :	

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's sustainability strategies, priorities and targets as well as performance are developed and monitored after a careful review of outcomes from the materiality assessment exercise and engagements with key internal and external stakeholders. The comprehensive description of the Company's stakeholder groups, engagements and targets as well the performance against these targets are as set out in Annual Report.
Explanation for departure	:	
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to complete the columns		
Measure	•	
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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.

A		Analiad
Application	:	Applied
Explanation on	:	The Board continuously keep themselves abreast with and
application of the		understanding to the sustainability issues through periodical updates by
practice		the Securities Commission Malaysia.
		The Board had been constantly searching for suitable training
		programmes which are relevant to the Company and its business so as
		to equip the Directors with environment, social and governance
		competency.
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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.

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Application	Departure
Explanation on	
application of the	
practice	
Explanation for	During the financial year under review, the Nomination Committee has
departure	completed the Board's evaluation questionnaire relating to
	environmental, social and governance or sustainability, however, the
	performance evaluations of Senior Management of the Group did not
	cover sustainability performance evaluation.
	Currently, the Board reviews the Group's sustainability performance as
	a whole and holds relevant Management personnel accountable for
	addressing sustainability risks and opportunities through the
	Company's monitoring and reporting process.
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Measure	
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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.

•	n adoption of this practice should include a brief description of the gnated person and actions or measures undertaken pursuant to the role in
Application	Not Adopted
Explanation on	
adoption of the	
practice	
•	

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.

	T	
Application	Applied	
Explanation on application of the practice	 During the year, the Nomination Committee had reviewed and assessed the experience, skills, time commitment and expertise of the Director who are due for re-election and was satisfied that they had fulfilled the required fit and proper criteria set by the Board. With the recommendation of the Nomination Committee, the Board having reviewed the vast knowledge and experience, approved their reelection as Directors of the Company. An annual assessment will be carried out annually to review the 	
	contribution of each Director. A summary of the assessment will be presented to the Nomination Committee for consideration and to develop recommendations and/or an action plan were determined necessary or desirable. The Board concluded that the current Directors own a diverse mix of skills matrix, knowledge, experience and age. The Chairman possesses the leadership to safeguard the stakeholders' interest and ensure the development of the Group.	
Explanation for departure		
Large companies are requ to complete the columns	ired to complete the columns below. Non-large companies are encouraged below.	
Measure		
Timeframe		

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	:	As at the date of this report, half of the Board comprise of Independent Directors. The Board comprised of six (6) Directors, of which three (3) are Independent Directors.	
		Independent Directors are expected to challenge management proposals constructively and to examine and review management performance in meeting agreed objectives and targets. In addition, they are expected to draw on their own experience and knowledge, where appropriate, in respect of any challenges facing the Group and in relation to the development of proposals on strategy.	
		The current size and composition of the Board is within a range which is appropriate. The Board believe that the current size is sufficiently structured to enable its Board Committees to properly assist the Board in the execution of its duties and responsibilities.	
		The spread of nationalities, age and gender of the Directors reflects the geographical reach of the Group and we consider that the Board as a whole has the appropriate blend of skills, knowledge and experience, from a wide range of industries and backgrounds, necessary to lead the Group.	
Explanation for departure	:		
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Measure	:		
Timeframe	:		

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

Practice 5.3

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

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

Application :	Applied
Explanation on : application of the practice	None of the Directors of the Company has served a cumulative term limit of more than nine (9) years. Nonetheless, Independent Directors who have served the Company for a cumulative term of more than nine (9) years will submit themselves for annual shareholders' approval at the Annual General Meeting of the Company to be retained as Independent Directors.
	The justifications for retention would be provided in the notes to the notice of the Annual General Meeting for shareholders' consideration. The recommendation by the Board for retaining such Independent Directors would be based on their independence, incumbent knowledge and contributions to the strategic objectives and stewardship of the Company.
Explanation for : departure	
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Measure :	
Timeframe :	

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

Practice 5.4 - Step Up

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

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

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

Practice 5.5

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

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

Application	: Applied
Explanation on application of the practice	The Board, assisted by the Nomination Committee ("NC") is committed to ensure that the Board and Senior Management are sufficiently diverse and appropriately balanced. In making recommendations to the Board on suitable candidate of Directors, the NC, through recommendations of fellow Directors or major shareholders or through independent sources, where required, evaluates candidates based on, amongst others, their competencies, commitment, professionalism, integrity, independence and the ability to exercise sound judgment relevant to the Company's business.
	In addition, the NC takes into consideration the gender, nationality, age, culture and socio-economy backgrounds in deriving a decision. In the case of candidates for the position of Independent Non-Executive Directors, the Committee shall also evaluate the candidates' ability to discharge such responsibilities/functions as expected from Independent Non-Executive Directors.
	The Company is committed to ensure that the Board and Senior Management are sufficiently diverse and appropriately balanced. This is further supported by the annual assessment carried out by the NC. The Board concluded that the skills and experience of the current Directors satisfy the requirements of the skills matrix and they possess the leadership to safeguard the stakeholders' interest and ensure the development of the Group.
Explanation for departure	:
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Measure	

Timeframe	:	

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

Practice 5.6

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

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

Application	:	Applied
Explanation on application of the practice	:	The Board appreciates the importance of using a variety of approaches and sources to ensure that it is able to identify the most suitable candidates. In this regard, the Nomination Committee is charged with the responsibility of identifying, selecting and recommending to the Board suitable candidates, taking into account factors such as personal attributes, skills, experience, competence, capability, time and commitment to effectively discharge the fiduciary duties and functions with due consideration of diversity required of Directors. As there is no "one size fits all" and taking into account the business environment that the Company operates in, the Board authorises the Nomination Committee the option of using external independent sources, if required, in the recruitment of candidates for directorship above and beyond referrals from shareholders, Directors and Senior Management. Evaluation of candidates include the review of resumes, reference checks and interviews based on criteria established in Paragraph 2.20A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. The Nomination Committee will then recommend chosen candidates to the Board for consideration. This Practice is specified in the Terms of Reference of the Nomination
Explanation for		Committee.
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		ed to complete the columns below. Non-large companies are encouraged
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Timeframe	:	

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 the Directors are enclosed in the Annual Report of the Company.	
		As at the date of this Annual Report, none of the Independent Non-Executive Directors has any business relationship nor conflict of interest with the Group which would influence their independent judgement to act in the best interest of the Group.	
		The Board of Directors via the Nomination Committee had assessed the suitability and performance of the Directors prior to recommending their re-election to shareholders for approval at the Annual General Meeting ("AGM") of the Company.	
		A statement is included in the notice of the AGM to detail the support and rational on the resolution pertaining to the re-election of Directors.	
Explanation for departure			
		ed to complete the columns below. Non-large companies are encouraged	
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Measure	:		
Timeframe	•		

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

Practice 5.8

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

Application	Applied
Explanation on application of the practice	The Chairman of the Nomination Committee is chaired by an Independent Non-Executive Director, namely Yee Chun Lin.
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Measure	
Timeframe	

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

Practice 5.9

The board comprises at least 30% women directors.

Application :	Departure
Explanation on application of the practice	
Explanation for departure	The current Board composition complies with the Main Market Listing Requirements and the Board is in view that current diversity of the Board is sufficient to execute its duties and responsibilities, as explained in Practice 5.5 above. The Board acknowledges the value created by involving female candidates participating in decision-making positions, i.e. Directors and Senior Management. The Board currently has one (1) woman Director, representing 17% of the total Board members. The Board, assisted by the Nomination Committee annually reviews the size, competencies, gender representation of the Board to ensure it remains diverse, which leads to better deliberations.
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Measure :	
Timeframe :	

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	The Group has adopted a diversity policy which outlines its approach to achieving and maintaining diversity (including gender diversity) on its Board of Directors and employees of the Group. This includes requirements for the Board of Directors to establish measurable objectives for achieving diversity on the Board of Directors and employees. The members of the Board with their combined business management and professional experience, knowledge and experience provide the					
	core competencies to allow for diverse and objective perspectives on the Group's business and direction.					
	A summary of the diversity policy is disclosed in the Annual Report of the Company.					
Explanation for : departure						
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to complete the columns l	pelow.					
Measure :						
Timeframe :						

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.

	y to qualify for adoption of this practice, it must undertake annual board independent expert at least every three years to facilitate the evaluation.
Application :	Applied
Explanation on application of the practice	 During the year, the Board conducted an internally facilitated Board assessment via the Nomination Committee to annually review the competencies and composition of the Board. The results and recommendations from the evaluation of the Board and its committees are reported to the Board for full consideration and action. The scope of the assessment comprised the following: The Board's structure, size and composition as well as the composition of the board committees; The effectiveness of the Board as a whole and the effectiveness of the board committees; The character, experience, integrity and competence of the Directors and to ensure they have the time to discharge their respective roles; The mix of skills and experience of each individual Director including the core competencies of the Non-Executive Directors; and The level of independence of Directors. The outcome of the evaluation shows the current size and composition of the Board is appropriate and well-balanced with the right mix of skills, comprising individuals of high calibre, credibility and with the necessary skills and qualifications to enable the Board to discharge its duties and responsibilities effectively.
Explanation for : departure	

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Measure	:				
Timeframe					

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

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

Practice 7.1

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

Application :	Applied
Explanation on : application of the practice	The Company has adopted a Remuneration Policy for the Group's Directors and senior management with the main objective is to provide fair and competitive remuneration to its Board and senior management in order for the Company to attract and retain Board and senior management of calibre to run the Group successfully. A copy of the Remuneration Policy is available on the Company's
	website.
Explanation for : departure	
I	red to complete the columns below. Non-large companies are encouraged
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Measure :	
Timeframe :	

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	Directors.
practice	
	The roles and responsibilities of the Remuneration Committee are provided in its term of reference which is available on the Company's website.
Explanation for	
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• .	ired to complete the columns below. Non-large companies are encouraged
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Measure	
Timeframe	

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

Practice 8.1

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

Application :	Applied
Explanation on : application of the practice	The detailed disclosure of the remuneration breakdown of Individual Directors of the Company received from the Company and the Group during the financial year ended 30 June 2023 are set out in the table below.

			Company ('000)							Group ('000)						
No	Name	Directorate	Fee	Allowance	Salary	Bonus	Benefits-in- kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in- kind	Other emoluments	Total
1	Toh May Fook	Executive Director	-	-	-	-	-	-		-	3	600	50	-	115	768
2	Lee Min Huat	Executive Director	-	-	-	-	-	-		-	3	600	50	-	115	768
3	Liew Sook Pin	Executive Director	-	-	-	-	-	-		-	3	600	50	-	115	768
4	Chee Wai Hong	Independent Director	38	3	-	-	-	-	41	38	3	-	=	-	-	41
5	Yee Chun Lin	Independent Director	37	3	-	-	-	-	40	37	3	-	=	-	-	40
6	Kee Hock Kee	Independent Director	36	3	-	-	-	-	39	36	3	-	-	-	-	39

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 view that due to the highly competitive nature of the human resource market, the remuneration of the top five (5) Senior Managements which includes salary, bonus, benefits in-kind and other emoluments for the financial year ended 30 June 2023 would not be disclosed in the Annual Report of the Company.					
		The current disclosure of remuneration components complies with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.					
Large companies are	requir	ed to complete the columns below. Non-large companies are encouraged					
to complete the colur	nns be	elow.					
Measure							
Timeframe	:						

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

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	:	

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

There is an effective and independent Audit Committee.

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

Practice 9.1

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

Application :	Applied		
Explanation on : application of the practice	The Chairman of the Board and the Chairman of the Audit and Risk Management Committee are held by separate individuals. This ensures that the impairment of objectivity on the Board's review of the Audit and Risk Management Committee's findings and recommendations remains intact.		
Explanation for : departure			
Large companies are regu	ired to complete the columns below. Non-large companies are encouraged		
to complete the columns below.			
Measure :			
Timeframe :			

There is an effective and independent Audit Committee.

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

Practice 9.2

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

Application	:	Applied	
Explanation on application of the practice	:	The Audit and Risk Management Committee has included in its Terms of Reference that a former key audit partner to observe a cooling-off period of at least three years before being appointed as a member of the Audit and Risk Management Committee. A copy of the Terms of Reference of the Audit and Risk Management	
		Committee is available on the Company's website.	
Explanation for departure	:		
Large companies are req	uir	red to complete the columns below. Non-large companies are encouraged	
to complete the columns	s be	elow.	
Measure	:		
Timeframe	:		

There is an effective and independent Audit Committee.

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

Practice 9.3

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

Application :	Applied	
Explanation on application of the practice The Board, through its Audit and Risk Management ("ARMC") maintains a formal and transparent relation External Auditors. The Board delegated the responsibility for making recommendations on the appointment, re-appremoval of the External Auditors as well as on their remundance. ARMC work closely with the External Auditors to effectiveness of the overall audit process. The ARMC assesses the performance and effectiveness of the performance and effectiveness of the control of the External Auditors to effectiveness of the overall audit process.		
	Auditors annually, considering amongst others, their qualifications, effectiveness of the audit process, quality of service and their independence.	
	The External Auditors confirmed to the ARMC that they had been independent throughout the audit engagement in respect of the financial under review.	
Explanation for : departure		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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	:	During the financial year ended 30 June 2023, the Audit and Risk Management Committee comprises solely of Independent Non-Executive Directors as disclosed in the Annual Report.

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	All the members of the Audit and Risk Management Committee possess a considerate understanding of financial reporting and auditing process. They also have the necessary accounting, financial, banking experience, commercial expertise and capital markets skills required to meet their responsibilities and provide an effective level of challenge to management.
	The Audit and Risk Management Committee members continuously undertake professional development and trainings from time to time to keep themselves abreast with the current developments in the industry as well as new statutory and regulatory developments including changes in accounting standards.
Explanation for : departure	
Large companies are requ	ired to complete the columns below. Non-large companies are encouraged
to complete the columns l	pelow.
Measure :	
Timeframe :	

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 Group has engaged an Independent professional firm, Wensen Consulting Asia (M) Sdn. Bhd. to review the Internal Control systems to determine if the internal control procedures have been complied with as well as to make recommendations to strengthen the system. The findings arising from the risk evaluation process and internal audit process as well as the recommendations for improvement are presented to Management, and Audit and Risk Management Committee. The Board, as a whole would continue to monitor and review the effectiveness and adequacy of the Group's risk management and risk appetite to ensure they continue to be resilient and reliable.			
Explanation for : departure				
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.				
Measure :				
Timeframe :				

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 acknowledges the importance of maintaining a sound risk management and internal control framework to safeguard shareholders' investments and Company's assets. Therefore, a framework to formulate and review risk management policies and risk strategies has been established.
		Further information on the Group's risk management framework is presented in the Statement on Risk Management and Internal Control of the Annual Report.
Explanation for departure	:	
Large companies are re to complete the colum	•	red to complete the columns below. Non-large companies are encouraged elow.
Measure	:	
Timeframe	:	

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

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

Practice 10.3 – Step Up

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

Application :	Not Adopted
Explanation on : adoption of the practice	

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

Practice 11.1

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

Application		Applied		
Explanation on application of the practice		The Audit and Risk Management Committee ("ARMC") of the Company is responsible for monitoring and reviewing the effectiveness of the Group's Internal Audit function. The Internal Audit function is independent of the external auditors and is led by the Internal Audit, which is outsourced to Wensen Consulting Asia (M) Sdn. Bhd. who directly reports to the ARMC. The Internal Auditor attends and reports at the ARMC meetings on its work conducted as well as its findings, management's responses and recommendations. For further details, please refer to the ARMC Report.		
Explanation for departure	•			
Large companies are reg	uir	ed to complete the columns below. Non-large companies are encouraged		
to complete the columns				
Measure	:			
Timeframe	••			

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	The Internal Auditors reports to the Audit and Risk Management Committee. This reporting relationship supports internal audit
practice	independence and objectivity, which assures adequate consideration of audit recommendations and planned corrective actions. The relationship also gives the Internal Audit staff the authority needed for full, free and unrestricted access to any or all operations, records, property and personnel within the Group.
	The Internal Audit function is carried out in accordance with The International Professional Practice Framework and Code of Ethics issued by the Internal Auditors, Inc (USA) with classification and reporting according to the principles of COSO Internal Control – Integrated Framework as well as the Group's policies.
	Details on the number of resources and the personnel responsible for the internal audit of the Group are set out in the Audit and Risk Management Committee Report of the Annual Report.
Explanation for departure	
Large companies are requ	ired to complete the columns below. Non-large companies are encouraged
to complete the columns	below.
Measure	
Timeframe :	

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

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

Practice 12.1

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

Application	Applied
Explanation on application of the practice	The Company has formalised a corporate disclosure policy and procedure not only to comply with the disclosure requirements as stipulated in the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, which also sets out the persons authorised and responsible to approve and disclose material information to all stakeholders.
	The Group's financial performance, major corporate developments and other relevant information are promptly disseminated to shareholders and investors via announcements of its quarterly results, annual report, corporate announcements to Bursa Malaysia Securities Berhad and press conferences. It is the Group's practice that any material information for public announcement, including annual, quarterly financial statements, press releases, and presentation to investors, analyst and media are factual and reviewed internally before issuance to ensure accuracy and is expressed in a clear and objective manner.
Explanation for departure	
Large companies are requ to complete the columns	ired to complete the columns below. Non-large companies are encouraged below.
Measure	
Timeframe	

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

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

Practice 12.2

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

Application	Not applicable – Not a Large Company
Explanation on application of the practice	
Explanation for departure	
Large companies are real	ired to complete the columns below. Non-large companies are encouraged
to complete the columns	
Measure	
Timeframe	

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 notice of the Annual General Meeting of the Company is given to the shareholders at least twenty eight (28) days prior to the meeting.
Explanation for departure	:	
Large companies are reg	uir	red to complete the columns below. Non-large companies are encouraged
to complete the columns		,
Measure	:	
Timeframe	:	

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	:	During the Annual General Meeting of the Company, all Directors will attend the meeting to address questions from the shareholders.
Explanation for	:	
departure		
acpartare		
Large companies are rea		tod to complete the columns below. Non-large companies are encouraged
• • •		red to complete the columns below. Non-large companies are encouraged
to complete the columns	be	elow.
Measure	:	
Timeframe	•	
	•	

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	:	Applied
Explanation on	:	The Company has leveraged on technology to conduct the Annual
application of the	-	General Meeting virtually through live streaming and online remote
• •		, ,
practice		voting using remote participation and voting facilities, which is in
		compliance with Section 327 of the Companies Act 2016.
Explanation for		
•	•	
departure		
Large companies are req	uir	ed to complete the columns below. Non-large companies are encouraged
to complete the columns below.		
Measure	:	
Timeframe	:	

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.

undertaken to ensure the	f adoption of this practice should include a discussion on measures general meeting is interactive, shareholders are provided with sufficient ons and the questions are responded to.
Application :	Applied
Explanation on : application of the practice	At the commencement of the Annual General Meeting ("AGM") of the Company, the Chairman briefed the members, corporate representatives and proxies present virtually at the Meeting of their right to ask questions and vote on the resolutions set out in the notice of the AGM of the Company. Members were also encouraged to submit questions to the Company prior to the commencement of the AGM of the Company. During the questions and answers session of the AGM of the Company, the Chairman of the Company would engage with members by reading and answering to all questions submitted by members via the virtual meeting platform.
Explanation for : departure	
Large companies are required to complete the columns b	red to complete the columns below. Non-large companies are encouraged elow.
Measure :	
Timeframe :	

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. **Applied Application** The Fifty-Eighth Annual General Meeting ("AGM") of the Company was **Explanation on** application of the conducted on a virtual basis on 28 November 2022. practice The Company had engaged Agmo Digital Solutions Sdn. Bhd. ("Agmo") as the poll administrators to provide the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Agmo had verified the eligibility of shareholders/corporate representatives/proxies to attend the AGM based on the General Meeting Record of Depositors and upon the cut-off date and time for proxy form submission. The online platform provided was secured exclusively for the members with approved registration for the Remote Participation and Voting ("RPV") at the AGM. The online platform has a moderator function to assist the Company in tracking the questions posed by the shareholders during AGM. A questions and answers session has been dedicated by the Company during the AGM to allow interaction between the Directors and the shareholders. Whilst the members were in attendance in the proceedings of the AGM, they would be able to cast their votes and submit any questions which they wish to raise. Questions received from shareholders were made visible to all meeting participants and were read out clearly by the Chairman of the meeting followed by responses by the Board or senior management. Subsequent to the meeting, the questions and responses were documented in the AGM minutes and published on the corporate website of the Company. **Explanation for** departure

Large companies are requ to complete the columns	•	Non-large companies are encouraged
Measure		
Timeframe		

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.

Note: The publication general meeting.	on of Ke	ey Matters Discussed is not a substitute for the circulation of minutes of
Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	The Company did not circulate the minutes of the general meeting to shareholders within thirty (30) business days after the general meeting as it would incur higher cost where it is not deemed practicable at this juncture.
		Currently, the minutes were uploaded to the Company's website upon confirmation by the Board of Directors.
Large companies are to complete the colu		red to complete the columns below. Non-large companies are encouraged elow.
Measure	:	
Timeframe	:	

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PERSUANT 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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