

# **CORPORATE GOVERNANCE REPORT**

**STOCK CODE** : 5085  
**COMPANY NAME** : Mudajaya Group Berhad  
**FINANCIAL YEAR** : December 31, 2024

## **OUTLINE:**

### **SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE**

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

### **SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PURSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA**

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

## SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

### Intended Outcome

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

### Practice 1.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board of Directors ("<b>the Board</b>") of Mudajaya Group Berhad ("<b>the Company</b>" or "<b>Mudajaya</b>") has general oversight of management of the Company and its subsidiaries ("<b>the Group</b>"). In order to ensure the effective discharge of the Board's functions and responsibilities, the Board has in place the Board Charter and has established Board Committees with clearly defined terms of reference.</p> <p>The Board provides direction to Management on the Group's strategy and overall policies for long-term value creation for all stakeholders including shareholders and employees. In fulfilling the role, the Board taking into account the interests of all stakeholders in its decisions.</p> <p>The Board is not directly involved in the day-to-day management of the Group but implements and monitors adequate guidelines and policies to ensure that Management acts in the best interest of the Group and its stakeholders, and observes and conforms to proper ethical, regulatory and legal requirements. In doing so, the Board has set limits of authority and boundaries for the actions that may be taken by Management and matters that it considers sufficiently material for its deliberation and approval.</p> <p>In the interest of business efficacy, the Board may delegate authority to achieve the corporate objectives of the Group to the Executive Chairman and Acting Group Chief Operating Officer ("<b>AGCOO</b>"), supported by an Executive Committee (a Management-level Committee). The Executive Chairman and AGCOO remain accountable to the Board for all actions taken by them pursuant to any such authority as well as for their performance in accordance with their contracts of service. Notwithstanding, the Board reserves the authority to consider and make decisions on any matter that it deems of significance to stakeholders and the Group. Furthermore, the Board may establish Key Performance Indicators ("<b>KPIs</b>") for Management to ensure that they meet performance and delivery targets for the Group</p>

	<p>and will provide incentives for performance, and link remuneration and benefits to performance.</p> <p>The role of the Independent Directors is to consider the interest of all shareholders and adopt an independent and objective stand on all matters before the Board. Independent Directors must vocalise their views on all matters and act in the best interest of the Group as a whole.</p> <p>The key functions and roles of the Board include but are not limited to the following:-</p> <ul style="list-style-type: none"> <li>• Setting and reviewing the objectives, goals and strategic plans for the Group with a view to maximising shareholders' value as well as ensuring long-term sustainability of the Group performance.</li> <li>• Ensuring the strategic plans of the Group support long-term value creation and includes strategies on economic, environmental, social and governance considerations underpinning sustainability.</li> <li>• Adopting and monitoring progress of the Company's strategies, budgets, plans and policies.</li> <li>• Overseeing the conduct of the Group's businesses to evaluate whether the businesses are properly managed.</li> <li>• Identifying principal risks of the Group's businesses and ensuring the implementation of appropriate systems to mitigate and manage these risks.</li> <li>• Reviewing, challenging and deciding on Management's proposals/recommendations on key issues including acquisitions, divestments, joint ventures, restructuring, funding and significant capital expenditure; and monitoring its implementation by Management.</li> <li>• Succession planning for the Board and senior management.</li> <li>• Reviewing the adequacy and integrity of the Group's financial and non-financial reporting, internal control systems and management information systems.</li> <li>• Ensuring the Company has in place procedures to enable effective communication with stakeholders.</li> <li>• Ensuring that all Directors are able to understand financial statements and form a view on the information presented.</li> <li>• Ensuring the integrity of the Company's financial and non-financial reporting.</li> <li>• Together with senior management, promoting good corporate governance culture within the Group which reinforces ethical, prudent and professional behaviour.</li> </ul> <p>The Board has established Board Committees namely the Audit Committee ("<b>AC</b>"), Combined Nomination and Remuneration Committee ("<b>CNRC</b>"), Investment Committee and Risk Management Committee ("<b>RMC</b>") to assist the Board with specific matters within their respective terms of reference. The terms of reference of these Board Committees have been approved by the Board but are continuously evaluated to ensure that they are adequate and relevant.</p>
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	<p>Although specific powers are delegated to the Board Committees, the Board keeps itself abreast through the reports from the respective Chairmen of the Board Committees and the minutes of the Board Committee meetings. The ultimate responsibility for decision-making, however, lies with the Board.</p> <p>The Board announced on 28 November 2024 that the RMC of the Company was renamed as the Risk Management and Sustainability Committee (“<b>RMSC</b>”). The Board further approved the merger of the AC and RMSC into a single committee, which took effect on 31 December 2024. The AC henceforth renamed and be referred to as the ‘Audit, Risk Management and Sustainability Committee’ (“<b>ARMSC</b>”), reflects its expanded scope and responsibilities. The merging aims to enhance the Board’s oversight of the Company’s framework, strategies, and initiatives related to audit, risk management, and sustainability. The Board approved the revised terms of reference for the ARMSC on 25 February 2025. The Board is mindful of the importance of building a sustainable business and therefore takes into consideration its environmental, social and governance (“<b>ESG</b>”) impact when developing Mudajaya’s corporate strategies. Mudajaya’s sustainability agenda includes the following:-</p> <ul style="list-style-type: none"> <li>• Uphold high corporate governance standards and ethics across the organisation.</li> <li>• Streamlining all policies, processes and internal controls, and strengthening compliance with the relevant laws and regulations.</li> <li>• Extend local and international standards on health, safety, security, environment, human rights and ethics to all business partners.</li> </ul> <p>Mudajaya takes a proactive approach in managing potential environmental risks and impacts across the Group’s operations and comply with international standards such as ISO 9001:2015 Quality Management System, ISO 14001:2015 Environmental Management System and ISO 45001:2018 Occupational Health &amp; Safety Management System. Mudajaya has also put in place processes to facilitate the disposal of construction waste in accordance with regulatory requirements. Annual recycling campaigns have been organised to promote recycling activities among the employees.</p> <p>The Group’s sustainability practices and activities for the financial year under review are disclosed in the Sustainability Statement in the Annual Report.</p>
<b>Explanation for departure</b>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	

<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

### Practice 1.2

A Chairman of the board who is responsible for instilling good corporate governance practices, leadership and effectiveness of the board is appointed.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Chairman of the Board as of 1 April 2024 is Ir James Wong Tet Foh, who was appointed as Executive Chairman following the resignation of Mr Lee Eng Leong on the same date. The Executive Chairman is primarily responsible for the vision and strategic direction of the Group as well as leadership of the Board. The Executive Chairman moderates and guides all meetings, and encourages active participation and contribution from all members of the Board.</p> <p>Key responsibilities of the Chairman included the following:-</p> <ul style="list-style-type: none"><li>• Providing leadership for the Board so that the Board can perform its duties and responsibilities effectively.</li><li>• Leading the Board in the adoption and implementation of good corporate governance practices in the Company.</li><li>• Setting the board agenda and ensuring that Directors receive complete and accurate information in a timely manner.</li><li>• Leading board meetings and discussions.</li><li>• Encouraging active participation and allowing different/dissenting views to be freely expressed.</li><li>• Managing the interface between the Board and Management.</li><li>• Ensuring appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the Board as a whole.</li></ul>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 1.3

The positions of Chairman and CEO are held by different individuals.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The positions of Chairman and AGCOO are held by 2 different individuals. There is a clear division of responsibilities between the Executive Chairman and the AGCOO to ensure that there is a balance of power and authority such that neither individual has unfettered powers over decision-making. Their division of responsibilities are outlined in the Board Charter.</p> <p>During the year, the main role of the Executive Chairman, Ir. James Wong Tet Foh, was to lead the Board in overseeing the management of the Company and to ensure the integrity and effectiveness of the Board's governance process. He engages directly with the AGCOO, Mr Alvin Chew Chee Wai to monitor performance and oversees the implementation of strategies.</p> <p>The AGCOO has the responsibility in the running of the day-to-day operation of the Group's businesses, and the execution of the agreed business policies and directions set by the Board and of all operational decisions in managing the Group.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

### Practice 1.4

The Chairman of the board should not be a member of the Audit Committee, Nomination Committee or Remuneration Committee

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>		
<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	The Chairman of the Board, Ir James Wong Tet Foh is not a member of the AC, CNRC, RMC or Investment Committee during the year.
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	



### Intended Outcome

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

### Practice 1.5

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is supported by suitably qualified Company Secretaries who manage and direct the flow of information to the Board and its Committees. During the year, one Company Secretary is an Associate member of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA), while the other is a member of the Malaysian Institute of Accountants (MIA).</p> <p>The Company Secretaries are responsible for developing and maintaining the processes that enable the Board to fulfil its roles, ensuring compliance with the Company's constitution and the relevant guidelines, regulatory and statutory requirements, and advising the Board on all governance matters.</p> <p>The Board is regularly updated and advised by the Company Secretaries on new statutory and regulatory requirements, and the implications on the Group and the Directors in relation to their duties and responsibilities. The Company Secretaries also oversee the adherence to Board policies and procedures.</p> <p>The Company Secretaries attend meetings of the Board, Board Committees and shareholders to ensure that these meetings are properly convened, and that accurate and proper records of the proceedings and resolutions passed are taken and maintained accordingly.</p> <p>The Company Secretaries also assists in the Directors' training and development. The Directors have ongoing access to continuing education programmes as they are kept informed of relevant training programmes by the Company Secretaries. The records of all training programmes attended by the Directors are maintained by the Company Secretaries.</p> <p>All Directors have access to the advice and services of the Company Secretaries. The Company Secretaries constantly keep themselves abreast of the evolving regulatory changes and developments in corporate governance through attendance of training programmes, seminars and conferences. The Company Secretaries also monitor the developments in corporate governance and assist the Board in applying</p>

	best practices to meet the Board's needs and stakeholders' expectations.	
<b>Explanation for departure</b>		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>		
<b>Timeframe</b>		

### Intended Outcome

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

### Practice 1.6

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Each Director, whether as a full Board or individually, have full and unrestricted access to all information pertaining to the Group's business affairs. In discharging their duties, Directors also have unrestricted access to the advice and services of Key Senior Management, the Company Secretaries, Internal Auditors, and External Auditors, in accordance with the Terms of Reference of the Board Committees.</p> <p>The Directors will be informed by the Company Secretaries of the annual meeting calendar in advance of each new year to facilitate the Directors' time planning. The calendar that provides Directors with scheduled dates for meetings of the Board and Board Committees and the Annual General Meeting ("AGM"), as well as the closed periods for dealings in securities by Directors based on the targeted dates of announcements of the Group's quarterly results were circulated and tabled at the Board meeting held on 28 November 2024.</p> <p>The Board meets quarterly to review financial, operational and business performances, with additional meetings convened when necessary. The Board endeavours to deliberate on all important and material matters at physical/virtual meetings, however where urgent and unforeseen matters require a decision of the Board and a physical meeting is not possible, the available Directors endeavour to arrive at a consensus by conferring via telephone or other electronic means. The Board may make routine or administrative decisions via circular resolutions. In all cases, the Board decides after receiving the information it requires for an informed decision.</p> <p>All Directors are provided with an agenda and a set of agenda papers at least 5 business days prior to the Board and Committee meetings to enable the Directors to review and consider the items to be deliberated at the meetings. The Board papers include, inter alia, the progress report on the Group's developments, business plan and budget, quarterly financial results and minutes/decisions of meetings of the Board Committees. The Directors may seek advice from Management, or request further explanation, information or updates, where necessary. Additionally, the Board may receive further updates, reports and information to ensure that it is apprised of the latest key business, financial and operational matters.</p>

	<p>In May 2016, the Company implemented a paperless environment for all the Board and Board Committee meetings, using a solution that stores meeting documents digitally in a secured manner. This enables the Directors to access agenda papers via iPad instead of distribution of hard copies. In addition to agenda papers, various documents such as the Company's constitution, terms of reference, policies, rules and guidelines are also uploaded using this solution for convenient reference. With this initiative, Directors are able to have access to these documents in a timely and more efficient manner.</p> <p>At the Board and Committee meetings, members of Management who attend Board and/or Board Committee meetings by invitation, will report and update on areas within their responsibility to give the Directors thorough insights into the business and affairs of the Group. The Board is also provided with relevant information in between Board meetings, such as important financial and operational updates.</p> <p>At Board meetings, the Chairman encourages constructive and healthy debates, and Directors are free to express their views. Any Director who has a direct or deemed interest in the subject matter shall abstain from deliberation and voting during the meeting. The deliberations and decisions at Board and Board Committees' meetings are well documented in the minutes of meetings, including Directors' abstention from deliberation/voting and decision on related matters.</p> <p>The Company Secretaries will also follow up with Management on the status of actions taken with reference to the previous minutes of meetings for updating the Board. Action items would stay as matters arising in the minutes of meetings until they are resolved or completed.</p> <p><b>Access to Independent and Professional Advice</b></p> <p>The Board or an individual Director may seek professional expert advice at the Company's expense with prior approval from the Board on any matters in relation to the discharge of their responsibilities, when considered necessary.</p>
<b>Explanation for departure</b> :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b> :	
<b>Timeframe</b> :	

**Intended Outcome**

There is demarcation of responsibilities between the board, board committees and management.

There is clarity in the authority of the board, its committees and individual directors.

**Practice 2.1**

The board has a board charter which is periodically reviewed and published on the company's website. The board charter clearly identifies–

- the respective roles and responsibilities of the board, board committees, individual directors and management; and
- issues and decisions reserved for the board.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is guided by the Board Charter which sets out amongst others, the roles and responsibilities of the Board, Board Committees, individual Directors and Management in upholding good corporate governance standards and practices. The Board Charter also covers the composition of the Board; division of responsibilities between the Chairman and AGCOO; matters reserved for the Board's consideration and approval; procedures for convening Board meetings; Directors' remuneration and training; financial reporting; investor relations; and shareholder communication.</p> <p>The Board delegates the day-to-day management of the Group's businesses to the AGCOO but reserves those significant matters/key issues for its consideration and approval such as annual budget and business plan, acquisitions, divestments, restructuring, funding and significant capital expenditure. The Board also delegates certain responsibilities to various Board Committees with defined terms of reference.</p> <p>The Board Charter which serves as a source of reference for new Directors, will be reviewed periodically to keep it up-to-date with changes in regulations and best practices to ensure its effectiveness and relevance to the Board's objectives.</p> <p>The Board reviewed the Board Charter during the Board meeting on 28 November 2024, particularly focused on aligning with updates to the Main Market Listing Requirements and MCCG 2021. The revised Board Charter was approved at the Board meeting held on 25 February 2025 and is now available on Mudajaya's website at <a href="http://www.mudajaya.com">www.mudajaya.com</a>.</p>
<b>Explanation for departure</b>	:	

*Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.*

<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

### Practice 3.1

The board establishes a Code of Conduct and Ethics for the company, and together with management implements its policies and procedures, which include managing conflicts of interest, preventing the abuse of power, corruption, insider trading and money laundering.

The Code of Conduct and Ethics is published on the company's website.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has a formalised Code of Ethics and Conduct (“the Code”) which reflects Mudajaya’s vision and core values of integrity, respect, trust and openness. The Code provides clear direction on the conduct of business, workplace behaviour, relations with stakeholders and the wider community. It also includes guidance on disclosure of conflict of interests; maintaining confidentiality and disclosure of information; good practices and internal controls; compliance with relevant laws and regulations; and the duty to report where there is a breach of the Code, amongst others.</p> <p>The Directors and employees are expected to behave ethically and professionally at all times and protect the reputation and performance of the Group. The Code is communicated to all Directors and employees upon their appointment or employment.</p> <p>The Code is reviewed periodically by the Board when the need arises to address the changing conditions of the business environment. The Code is made available on Mudajaya’s website at <a href="http://www.mudajaya.com">www.mudajaya.com</a>.</p> <p><b>Insider Trading</b></p> <p>Notices on closed period for trading in the securities of Mudajaya are sent to Directors and principal officers on a quarterly basis specifying the timeframe during which the Directors and principal officers are prohibited from dealing in the securities and to comply with relevant requirements governing their trading in securities during closed period. The Board is also reminded not to deal in the securities when price-sensitive information is shared with them on any proposed transactions presented to them.</p> <p><b>Anti-Bribery and Corruption Policies</b></p> <p>In compliance with the new Section 17A of the Malaysian Anti-Corruption Commission (Amendment) Act 2018 and guided by the</p>

	<p>principles under the Guidelines for Adequate Procedures and Paragraph 15.29 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“<b>Bursa Securities</b>”) in relation to anti-bribery, the Board has on 27 February 2020, approved the new Anti-Bribery Policy Statement. On 28 May 2020, the Board adopted the Anti-Bribery Manual and the Anti-Bribery Objectives &amp; Targets.</p> <p>The Anti-Bribery Policy Statement, Anti-Bribery Manual and the internal policies set out the procedures and measures implemented by Mudajaya to prevent the occurrence of corruption in connection with its business and to ensure compliance with anti-corruption laws in the countries in which the Group operates. These policies serve as control measures to address and manage the risks of fraud, bribery, corruption, misconduct and unethical practices for the benefit of long-term success of the Company.</p> <p>The Anti-Bribery Policy Statement is published on Mudajaya’s website at <a href="http://www.mudajaya.com">www.mudajaya.com</a>.</p>	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	



### Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

### Practice 3.2

The board establishes, reviews and together with management implements policies and procedures on whistleblowing.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Mudajaya has in place a Whistleblowing Policy &amp; Procedure to provide an avenue and mechanism to all employees and stakeholders of the Group to report concerns in strict confidence about any suspected wrongdoing, inappropriate behaviour or misconduct relating to fraud, corrupt practices and/or other forms of inappropriate or unethical behaviour.</p> <p>Dedicated channels for reporting have been established. Reports can be made anonymously without fear of retaliation or repercussions and will be treated confidentially. There is a process in place to independently investigate all reports received to ensure the appropriate follow-up actions are taken. There was no report or complaint received during the financial year 2024 up to the issuance date of the Annual Report.</p> <p>The Whistleblowing Policy &amp; Procedure was revised in year 2020 for the purpose of compliance with the ISO 37001:2016 Anti-Bribery Management System (ABMS). The revised Whistleblowing Policy &amp; Procedure which was approved by the Board on 27 February 2020, is published on Mudajaya's website at <a href="http://www.mudajaya.com">www.mudajaya.com</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

## Practice 4.1

The board together with management takes responsibility for the governance of sustainability in the company including setting the company's sustainability strategies, priorities and targets.

The board takes into account sustainability considerations when exercising its duties including among others the development and implementation of company strategies, business plans, major plans of action and risk management.

Strategic management of material sustainability matters should be driven by senior management.

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board together with Management are responsible for the governance of sustainability in the Company, including setting the Company’s sustainability strategies, priorities and targets. The Management team, led by the AGCOO is continuously enhancing the sustainability management framework and processes to ensure effective implementation and execution of the ESG initiatives.</p> <p>Mudajaya has a sustainability governance structure that clearly defines the roles and responsibilities of those within the organisation who will be facilitating the development and implementation of sustainable policies and procedures.</p> <p>To ensure the long-term expectations of stakeholders are met, Mudajaya continues to monitor its sustainability priorities, including taking the necessary actions to minimise the environmental impact. The senior leadership team is accountable for embedding sustainability initiatives and targets throughout business operations and overseeing the execution.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

### Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

### Practice 4.2

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.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Group's sustainability strategies and targets are communicated to its internal and external stakeholders (including but not limited to employees, customers, communities, investors, regulators, subcontractors, suppliers and banks/financiers) through channels such as engagement sessions with these stakeholders, the Annual Report, Sustainability Report and Mudajaya's corporate website.</p> <p>Following the stakeholder engagement exercise, the Company would then identify ways to address, manage and prioritise material issues. While the prioritisation of these risks and opportunities is an ongoing process, the materiality matrix which was developed provides the critical foundation towards developing the Sustainability Road Map that is updated on a 3-year cycle. The Sustainability Road Map specifically outlines the strategic sustainability objectives of the Group, encompassing key elements our materiality matters and provides actionable deliverables and deadlines to achieve these objectives in the immediate to medium term.</p> <p>In year 2023, the Group had reviewed and updated our ESG pillars to include three distinct areas, namely Delivering Excellence, Building Towards a Green Future and Caring for Our People. These pillars will help guide our sustainability initiatives towards achieving our strategic ESG goals. We enhanced our climate related disclosures and developed a comprehensive Sustainability Policy in year 2023, with these efforts continuing into financial year 2024. In year 2024, Mudajaya developed its Climate Change Policy, which is detailed in the Sustainability Statement.</p> <p>Details of the Company's sustainability agenda and disclosures are set out in the Sustainability Statement of the Annual Report 2024.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

### Practice 4.3

The board takes appropriate action to ensure they stay abreast with and understand the sustainability issues relevant to the company and its business, including climate-related risks and opportunities.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The Board receives updates on sustainability/ESG matters, strategy and initiatives undertaken by the Group. The Board also receives updates on sustainability matters issued by the regulators. To further keep abreast with the latest development, the Directors attended training sessions on sustainability and ESG. The trainings attended by the Directors are set out in the Corporate Governance Overview Statement.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

### Practice 4.4

Performance evaluations of the board and senior management include a review of the performance of the board and senior management in addressing the company's material sustainability risks and opportunities.

Application	:	Applied	
Explanation on application of the practice	:	<p>The Board evaluation questionnaires were refreshed in the prior year to include relevant sustainability-related questions and a review of the performance of the Board in addressing the Group’s material sustainability issues, including climate-related risks and opportunities.</p> <p>Pursuant to the results of the Board evaluations for financial year 2024 which was carried out in February 2025, the Board took cognizance that further and continuous improvements were needed around sustainability and ESG issues.</p> <p>The performance review for senior management team also takes into account sustainability KPIs.</p>	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

### Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

### Practice 4.5- Step Up

The board identifies a designated person within management, to provide dedicated focus to manage sustainability strategically, including the integration of sustainability considerations in the operations of the company.

*Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.*

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	The Sustainability Steering Committee ("SSC") which was formed in 2021, is responsible for carrying out sustainability programmes and assessing the results of these initiatives. On a day-to-day operational perspective, the SSC is supported by selected executives across departments to implement sustainability initiatives and report progress to the SSC. During the year, the AGCOO who chairs the SSC, was tasked with driving the sustainability strategy from an executive level, ensuring that sustainability initiatives are carried out in accordance with their respective objectives and timeframe.

### Intended Outcome

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

### Practice 5.1

The Nomination Committee should ensure that the composition of the board is refreshed periodically. The tenure of each director should be reviewed by the Nomination Committee and annual re-election of a director should be contingent on satisfactory evaluation of the director's performance and contribution to the board.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>In line with the terms of reference of the CNRC, the CNRC will perform annual review of the results of the Board evaluations which covered areas, amongst others, the Board mix, composition, diversity and structure; Board operations and activities; and performance/contribution of the Board Committees.</p> <p>In 2024, the CNRC revitalized the Board's dynamics by appointing two (2) new, qualified, and experienced Independent Directors. None of the Independent Directors reached the 9-year tenure limit throughout this period.</p> <p>The CNRC also reviewed and recommended to the Board, those retiring Director who is eligible to stand for re-election at the forthcoming 2025 AGM, namely Ms Oei Su Lee. The recommendation was based on the review and assessment of the performance and contribution of these Directors, as well as the fit &amp; proper criteria in accordance with the Directors' Fit and Proper Policy. The Board approved the CNRC's recommendation to support the re-election of these Directors at the forthcoming AGM.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	



### Intended Outcome

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

### Practice 5.2

At least half of the board comprises independent directors. For Large Companies, the board comprises a majority independent directors.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>As at the date of this report, the Board has 4 members comprising a Non-Independent Executive Chairman, and 3 Independent Non-Executive Directors. A majority of the Board members consists of Independent Non-Executive Directors, who account for more than half of the members, and this allows for more effective oversight of management.</p> <p>During the financial year 2024, the CNRC in its annual assessment, reviewed the independence of Independent Non-Executive Directors. Based on their self-assessment of independence, the Independent Non-Executive Directors namely Dato' Amin Rafie Bin Othman, Mr Chew Hoy Ping and Ms Oei Su Lee have declared that they fulfilled the criteria of independence, as defined under the Main Market Listing Requirements of Bursa Securities and other independence criteria applied by the Company which took into account that the individual Director is independent of Management and free from any business or other relationship which could interfere with the exercise of independent and objective judgement.</p> <p>Based on the assessment, the Board is of the opinion that the Independent Non-Executive Directors consistently provided independent and objective judgement in all Board and Board Committee deliberations and is satisfied with the level of independence demonstrated by the Independent Non-Executive Directors and their ability to act in the best interest of the Company.</p> <p>On 31 December 2024, Datuk Wira Arham Bin Abdul Rahman and Mr Leong Choon Meng, the two (2) newly appointed independent directors have declared that they fulfilled the criteria of independence, as defined under the Main Market Listing Requirements of Bursa Securities. Datuk Wira Arham Bin Abdul Rahman and Mr Leong Choon Meng upon their appointments, gave to Bursa Securities a letter of confirmation as an Independent Director as defined under Paragraph 1.01 of the Main Market Listing Requirements of Bursa Securities.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

### Practice 5.3

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

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

Application	:	Applied	
Explanation on application of the practice	:	On 31 December 2024, Mr Chew Hoy Ping who has served the Board for more than nine (9) years, has resigned as Independent Directors. Currently, none of the present Independent Non-Executive Directors have served for more than a cumulative term of nine (9) years.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

**Intended Outcome**

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

**Practice 5.4 - Step Up**

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

*Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.*

<b>Application</b>	:	Not Adopted
<b>Explanation on adoption of the practice</b>	:	

### Intended Outcome

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

### Practice 5.5

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

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The CNRC is responsible to ensure that the procedures for appointing new Directors are transparent and rigorous, with appointments based on merit, skills and experience with due regard to the requirements of Chapter 2, Paragraph 2.20A of the Main Market Listing Requirements of Bursa Securities. In evaluating the suitability of individuals for Board membership, the CNRC ensures that the Board comprises individuals with the necessary background, skills, knowledge, experience and personal characteristics to complement the existing Board and meets its future needs.</p> <p>In compliance with Paragraph 15.01A of the Main Market Listing Requirements of Bursa Securities, the Board has on 27 May 2022, approved the new Directors' Fit and Proper Policy for the appointment and re-election of directors.</p> <p>The objective of the Directors' Fit and Proper Policy is to guide the CNRC and the Board in their review and assessment of potential candidates for appointment as Directors as well as Directors who are seeking for re-election at the AGM of the Company. This Policy also aims to ensure that Directors possess the character, personal and financial integrity, relevant range of skills, knowledge, experience, competence and time commitment necessary to effectively fulfil their roles and responsibilities in the best interest of the Company and its stakeholders.</p> <p>The Directors' Fit and Proper Policy is published on Mudajaya's website at <a href="http://www.mudajaya.com">www.mudajaya.com</a>.</p> <p>A proposed candidate is first evaluated by the CNRC who considers, among others, the candidate's skills, knowledge, experience, competence, integrity and reputation, financial standing and time commitment of the candidate, before making a recommendation to the Board for approval. A formal procedure and process has been established for the nomination and appointment of new Directors, guided by the Directors' Fit and Proper Policy. The process for the nomination and appointment of new Directors is as follows:-</p>

	<p>(a) The CNRC will assess and identify the skills required for the Board, taking into consideration the diversity factor, including but not limited to age, race, gender, experience and skills.</p> <p>(b) Selection of candidate. Candidate may be nominated by the Chairman, Director, senior management or shareholder of the Company.</p> <p>(c) Obtain the profile/curriculum vitae and relevant information from the candidate.</p> <p>(d) Interview the candidate by the CNRC, if necessary.</p> <p>(e) Table the candidate's profile/curriculum vitae and relevant information to the CNRC for deliberation and assessment, based on the following:-</p> <ul style="list-style-type: none"> <li>i) background, character, competence, integrity and time commitment (i.e. number of existing directorships and other positions that involve significant time commitments);</li> <li>ii) qualifications, skills, expertise and experience;</li> <li>iii) professionalism; and</li> <li>iv) in the case of candidates for the position of Independent Non-Executive Directors, the candidate's independence and ability to discharge such responsibilities as expected from Independent Non-Executive Directors, will be evaluated.</li> </ul> <p>(f) Recommendation to the Board for approval.</p> <p>(g) A formal invitation to join the Board to be extended by the Chairman after approval by the Board.</p> <p>(h) Complete documentation process i.e. candidate to execute relevant documents required under the Companies Act 2016, Main Market Listing Requirements of Bursa Securities and other applicable regulations.</p> <p>(i) Organise induction programme for the newly appointed Director.</p> <p>The Board is aware of diversity of gender, ethnicity and age within the Board is also important, and this includes appropriate mix of skills, experience and competencies which are relevant to enhance the Board's composition. The Board recognises that the evolution of this mix is a long-term process that is deliberated each time a vacancy arises to ensure a balanced and diverse Board composition is maintained. Any appointment that may cast doubt on the integrity and governance of the company would be avoided. The ultimate decision on the selection of suitable candidates as new Board members will be based on merit and contribution that the selected candidates could bring to the Board, regardless of gender. Equal opportunity is given and does not practice</p>
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	<p>discrimination of any form, whether based on age, gender, race and religion, throughout the organisation.</p> <p>In year 2024, prior to the appointments of Datuk Wira Arham and Mr Leong Choon Meng as Independent Directors of our Company, our CNRC had carefully evaluated their qualifications and experiences, time commitment, existing board positions, independence and potential conflict of interest issues. The evaluations were based on the Particular and Declaration and the Fit and Proper Declaration Forms completed and submitted by them to the CNRC. The CNRC had then recommended the appointments of Datuk Wira Arham Bin Abdul Rahman and Mr Leong Choon Meng to the Board, being satisfied that Datuk Wira Arham and Mr Leong Choon Meng have the necessary integrity, professionalism and calibre to exercise independent judgement in the Board decision making process.</p> <p>Appointments of key senior management are also based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.</p> <p>None of the Directors hold more than five directorships in listed companies. This ensures that his/her time commitments would not impair the ability to discharge his/her duties effectively as a Director of the Company</p>	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

### Practice 5.6

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

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>A formal procedure and process has been established for the nomination and appointment of new Directors. The CNRC who is guided by this process, does not solely rely on recommendations from existing Directors, Management or major shareholders.</p> <p>Datuk Wira Arham Bin Abdul Rahman and Mr Leong Choon Meng were appointed as Independent Non-Executive Directors of the Company with their appointments were sourced from external network.</p> <p>The proposal for new appointment(s), regardless of whether they are suggested by major shareholders, third-party referrals, or other Board members, would undergo the same procedure and process. The proposal will be presented to the CNRC for assessment and evaluation before being recommended to the Board for approval.</p> <p>Should the need arise for appointment of new directors in the future, the CNRC/Board would consider using independent sources such as external registries of corporate directors, internal database of potential candidates, third party referrals or from executive search firms.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		



### Intended Outcome

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

### Practice 5.7

The board should ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director. This includes details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of the listed company as a whole. The board should also provide a statement as to whether it supports the appointment or reappointment of the candidate and the reasons why.

Application	:	Applied	
Explanation on application of the practice	:	To ensure shareholders have sufficient information on the appointment and re-election of Directors, the profiles of Directors are published in the Annual Report, disclosing information such as their age, gender, directorships in other companies, membership in Board Committees, working experience, shareholding in the Company and conflict of interest (if any).	
		Based on the outcome of the CNRC’s review, the performance and contribution of the retiring Director namely Ms Oei Su Lee in discharging her duties during the assessment period of year 2024 has been satisfactory.	
		Ms Oei has abstained herself from deliberation and decision by the Board on their proposed re-election. The Board upon due consideration, resolved to recommend the proposed re-election of Ms Oei for shareholders’ approval at the forthcoming 2025 AGM of the Company, as recommended by the CNRC. The Board’s statement of support on the proposed re-election of the Directors is set out in the explanatory notes to the notice of AGM to enable shareholders to make an informed decision on the voting of resolutions relating to the proposed re-election of Directors.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

### Intended Outcome

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

### Practice 5.8

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The CNRC comprises all Independent Non-Executive Directors. The CNRC is chaired by an Independent Non-Executive Director, Dato' Amin Rafie Bin Othman during the financial year under reviewed. As at the date of this Statement, Ms Oei Su Lee was designated as Chairperson of the CNRC following the cessation of Dato' Amin Rafie Bin Othman as Chairman of the CNRC on 31 December 2024.</p> <p>The CNRC has written terms of reference dealing with its authority, duties and responsibilities, which is made available on Mudajaya's website at <a href="http://www.mudajaya.com">www.mudajaya.com</a>. At its meeting held on 24 February 2025, the CNRC reviewed its terms of reference, with a particular focus on aligning it with the latest updates to the MCGG 2021. The revised terms of reference was approved by the Board on 25 February 2025 and is available on the Company's website.</p> <p>The role of Chairman of the CNRC includes the following:-</p> <ul style="list-style-type: none"><li>• Leading in succession planning and appointment of new Directors; and</li><li>• Leading the annual review of Board effectiveness, ensuring that the performance of each individual Director and Chairman of the Board are independently assessed.</li></ul> <p>Details of the CNRC's activities during the financial year are set out in the Corporate Governance Overview Statement contained in the Annual Report 2024.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

**Practice 5.9**

The board comprises at least 30% women directors.

<b>Application</b>	:	Departure	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:	The Board acknowledges that the recommendation of Practice 5.9 of the MCCG 2021 with regards to the 30% women representation on the Board has yet to be adopted.	
		A female Independent Non-Executive Director namely Ms Oei Su Lee has been appointed to the Board. The process of sourcing for potential candidates would continue to be undertaken by the Board.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
<b>Timeframe</b>	:	Others	Please specify number of years.

**Intended Outcome**

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

**Practice 5.10**

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board does not have a specific policy on gender diversity but the CNRC is mindful of its responsibilities to conduct all Board appointment processes in a manner that promotes gender diversity pursuant to the recommendation stated in MCGG 2021. The CNRC will endeavour to consider both suitable male and women candidates, and candidates of all ethnicities in the recruitment exercise.</p> <p>The CNRC would look into the current diversity of skills, experience, age and ethnicity of the existing Board in seeking potential candidate(s). This helps to ensure an appropriate balance between the experience perspectives of the long-term Directors and new perspectives that bring fresh insights to the Board.</p> <p>A female Independent Non-Executive Director namely Ms Oei Su Lee was appointed to the Board.</p> <p>In respect of workforce diversity, the Group is an equal opportunity employer and all appointments and employments are based strictly on merits and are not driven by any racial or gender or age bias.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

Stakeholders are able to form an opinion on the overall effectiveness of the board and individual directors.

## Practice 6.1

The board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The board should disclose how the assessment was carried out its outcome, actions taken and how it has or will influence board composition.

For Large Companies, the board engages an independent expert at least every three years, to facilitate objective and candid board evaluation.

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	<p>The Board annually evaluates its performance and governance processes with the aim of improving individual Director's contributions, and effectiveness of the Board and its Committees.</p> <p>During the financial year, a Board evaluation exercise facilitated by the Company Secretaries, was carried out to assess the performance and effectiveness of the Board, Board Committees and each Director; and the independence of Independent Non-Executive Directors. The evaluation exercise was conducted via questionnaires, which were distributed to all the Directors and covered areas which include, amongst others, the Board mix, composition and structure; Board operations and activities; roles and responsibilities of Directors and Board Chairman; and performance/contribution of the Board Committees. The questionnaires are reviewed annually to continuously engage the Directors' perspectives on fresh and relevant areas.</p> <p>The CNRC and Board, in accordance with Chapter 15, Paragraph 15.20 of the Main Market Listing Requirements of Bursa Securities, also reviewed the term of office and performance of the AC and each of AC members, and they were satisfied that the AC and its members have carried out their duties effectively in accordance with the AC's terms of reference.</p> <p>The evaluation also encompassed Director's Self &amp; Peer Evaluation, assessing the individual Director's contributions and interaction; quality of input; and understanding of roles and responsibilities as a Director, as well as the assessment of mix of skills and experience. Performance of individual Directors were assessed against a range of criteria, as follows:-</p> <p>(a) Participate actively in Board deliberations and share information/insights.</p>

	<ul style="list-style-type: none"> <li>(b) Take strong constructive stands at Board or Committee meetings, where necessary.</li> <li>(c) Regular and timely attendance of Board/Committee meetings.</li> <li>(d) Maintain good relationship and able to work with other Directors and Management.</li> <li>(e) Ensure that contribution is relevant; up-to-date with changes in laws/regulations and industry developments.</li> <li>(f) Provide practical advice in Board/Committee deliberations.</li> <li>(g) Apply analytical and conceptual skills to decision-making process.</li> <li>(h) Exercise independence of judgement when considering issues before the Board.</li> <li>(i) Communicate persuasively in a clear and non-confrontational manner.</li> <li>(j) Has a clear understanding of the roles and responsibilities of a Director.</li> <li>(k) Attend meetings well prepared.</li> <li>(l) Take initiative to request for more information, where necessary.</li> </ul> <p>In the assessment of the independence of Independent Directors based on the criteria specified in the Main Market Listing Requirements of Bursa Securities, the Board was of the opinion that the Independent Directors consistently provided independent and objective judgement in all Board and Board Committee deliberations. The Board was also satisfied with the level of independence demonstrated by the Independent Directors and their ability to act in the best interest of the Company.</p> <p>The CNRC reviewed the overall results of the evaluations conducted and subsequently tabled the same to the Board and highlighted those areas which required further and continuous improvement. The assessment results also indicated that there was a good balance in the composition of the Board. The composition of the Board provides the appropriate size, and the Directors possessed the expertise and experience in a wide range of fields and areas from their diverse backgrounds and specialisations to assist the Board to lead and contribute positively and effectively to the Group.</p> <p>The CNRC also reviewed and recommended to the Board, the retiring Director who is eligible to stand for re-election at the forthcoming 2025 AGM, namely Ms Oei Su Lee. The recommendation was based on the review and assessment of the performance and contribution of the Director. The Board approved the CNRC's recommendation to support the re-election of the Director at the forthcoming AGM.</p> <p>All assessments and evaluations carried out by the CNRC are documented and maintained by the Company Secretaries.</p>
<b>Explanation for departure</b>	:

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

### Intended Outcome

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

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

### Practice 7.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The remuneration policies for Directors and key senior management are reviewed by the CNRC prior to making its recommendation to the Board for approval.</p> <p>The objective of Mudajaya's remuneration policies is to attract and retain Directors and key senior management of high calibre needed to run the Company successfully. The remuneration of the Executive Directors is structured on the basis of linking rewards to corporate and individual performance. Market survey data on the remuneration practices of comparable companies is taken into consideration in determining the remuneration packages for the Executive Directors.</p> <p>For Non-Executive Directors, the level of remuneration reflects their experience, expertise and level of responsibilities undertaken by the Non-Executive Directors concerned. Market survey data is also used to benchmark the Directors' fees and benefits before recommendation is made to the Board.</p> <p>The Board collectively determines the remuneration for the Non-Executive Directors based on the recommendation from the CNRC. Each of the Non-Executive Directors would abstain from deliberating and voting in respect to his individual remuneration. Directors' fees and benefits payable to the Non-Executive Directors are subject to the approval of shareholders at the AGM.</p>
<b>Explanation for departure</b>	:	



*Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.*

<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

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

### Practice 7.2

The board has a Remuneration Committee to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of board and senior management.

The Committee has written Terms of Reference which deals with its authority and duties and these Terms are disclosed on the company's website.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The CNRC consists of all Independent Non-Executive Directors and the present members are as follows:-</p> <ul style="list-style-type: none"><li>(a) Ms Oei Su Lee (Chairperson) (Independent Non-Executive Director)</li><li>(b) Datuk Wira Arham Bin Abdul Rahman (Member) (Independent Non-Executive Director)</li><li>(c) Leong Choon Meng (Member) (Independent Non-Executive Director)</li></ul> <p>The role of the CNRC is to assist the Board in overseeing the remuneration policies for Directors and key senior management. The responsibility of the CNRC is to review the Executive Director' and the Chief Executive's performances in line with the corporate objectives and decides and recommends for the Board's approval, their remuneration package. The CNRC also reviews the remuneration package of the Non-Executive Directors and recommend the same for shareholders' approval at the AGM of the Company.</p> <p>The CNRC is authorised to commission independent advice for the purpose of discharging its duties and responsibilities. The written terms of reference of the CNRC which deals with its authority, duties and responsibilities, are available on Mudajaya's website at <a href="http://www.mudajaya.com">www.mudajaya.com</a>.</p> <p>The CNRC meets as and when required, and at least once a year. The CNRC met twice during the financial year 2024 and the meetings were attended by all the Committee members.</p>

	<p>During the financial year 2024, the CNRC evaluated the Group Managing &amp; Chief Executive Officer (“CEO”) against the set performance criteria in respect of the preceding year and reviewed and recommended compensation packages for the Board’s approval, with the Group Managing &amp; Chief Executive Officer (“CEO”) concerned abstaining from deliberation and voting on his own package.</p> <p>The CNRC, at its meeting held on 24 February 2025, reviewed and recommended for the Board’s approval, the proposed remunerations of the Executive Chairman and AGCOO in respect of financial year 2024 performance.</p> <p>The CNRC, in its meeting on 27 December 2024, reviewed and revised the directors’ fees for the Company’s Non-Executive Directors. The proposed adjustments align with the Group’s commitment to cost optimisation. The Board subsequently reviewed and endorsed the CNRC’s recommendation, setting the Directors’ fees within a range of RM35,000 to RM50,000 per annum.</p> <p>At its meeting on 24 February 2025, the CNRC reviewed and recommended the remuneration for Non-Executive Directors for the period from the upcoming 2025 AGM until the conclusion of the 2026 AGM. The Board reviewed and endorsed the CNRC’s recommendation on the Remuneration for shareholders’ approval at the forthcoming 2025 AGM.</p>	
<b>Explanation for departure</b> :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b> :		
<b>Timeframe</b> :		

**Intended Outcome**

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

**Practice 8.1**

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	Details of remunerations of the Directors of Mudajaya (received from the Company and on a group basis respectively) for the financial year ended 31 December 2024 are as follows:-

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Lee Eng Leong (Resigned on 1 Apr 2024)	Executive Director	-	-	238	-	-	28	266	-	-	194	-	3	23	220
2	Dato' Amin Rafie Bin Othman (Resigned on 31 March 2025)	Independent Director	80	85	-	-	-	-	165	-	-	-	-	-	-	-
3	Ir. James Wong Tet Foh	Executive Director	-	-	583	-	-	23	606	-	-	713	-	34	29	776
4	Chew Hoy Ping (Resigned on 31 December 2024)	Independent Director	80	64	-	-	-	-	144	-	-	-	-	-	-	-
5	Oei Su Lee	Independent Director	80	24	-	-	-	-	104	-	-	-	-	-	-	-
6	Datuk Wira Arham Bin Abdul Rahman (Appointed on 31 December 2024)	Independent Non-Executive Director	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7	Leong Choon Meng (Appointed on 31 December 2024)	Independent Non-Executive Director	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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9	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
14	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
15	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

### Intended Outcome

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.

<b>Application</b>	:	Departure										
<b>Explanation on application of the practice</b>	:											
<b>Explanation for departure</b>	:	<p>The retention of talented employees is critical to the successful delivery of the Group’s strategy. The Board is of the view that disclosing the remuneration of senior management on a named basis is not to the Group’s advantage, as it may lead to other competitor companies attempting to ‘poach’ performing executives.</p> <p>The Company ensures that the remuneration packages of senior management are set at industry standards, and reflect the roles, responsibilities, level of skills and experience of senior management.</p> <p>The performances of senior management are evaluated on an annual basis and measured against the targets set for the year. The remuneration packages are reviewed annually and adjustments to their remuneration are made based not only on their individual performance and contributions in the preceding year, but also the Group’s performance.</p> <p>The total remunerations of key management personnel are disclosed in the Company’s Audited Financial Statements for the financial year ended 31 December 2024 contained in the Annual Report. The top 5 senior management’s remuneration (including salary, allowances and other emoluments) for financial year 2024 are disclosed in the bands of RM50,000, as follows:-</p> <table><tr><th>Range of Remuneration (per annum)</th><th>Number of Senior Management Personnel</th></tr><tr><td>RM401,000 to RM450,000</td><td>1</td></tr><tr><td>RM451,000 to RM500,000</td><td>1</td></tr><tr><td>RM501,000 to RM550,000</td><td>2</td></tr><tr><td>RM1,850,000 to RM1,900,000</td><td>1</td></tr></table>	Range of Remuneration (per annum)	Number of Senior Management Personnel	RM401,000 to RM450,000	1	RM451,000 to RM500,000	1	RM501,000 to RM550,000	2	RM1,850,000 to RM1,900,000	1
Range of Remuneration (per annum)	Number of Senior Management Personnel											
RM401,000 to RM450,000	1											
RM451,000 to RM500,000	1											
RM501,000 to RM550,000	2											
RM1,850,000 to RM1,900,000	1											

*Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.*

<b>Measure</b>	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
<b>Timeframe</b>	:	Choose an item.	



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

**Intended Outcome**

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

**Practice 8.3 - Step Up**

Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis.

<b>Application</b>	:	Not Adopted
<b>Explanation on adoption of the practice</b>	:	

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

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 9.1

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

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The former and current AC Chairman are not the Chairman of the Board. During the financial year under review, the AC Chairman, Mr Chew Hoy Ping is the Senior Independent Non-Executive Director and a member of the Malaysian Institute of Accountants and Malaysian Institute of Certified Public Accountants. Mr Leong Choon Meng, was appointed as the AC chairman following the cessation of Mr Chew Hoy Ping as Chairman of AC on 31 December 2024.</p> <p>On 31 December 2024, the Board approved the merger of the AC and RMSC into a single committee, named as ARMSC, effective from that date.</p> <p>Details of the composition and activities of the AC/ARMSC are set out in the Audit, Risk Management and Sustainability Committee Report contained in the Annual Report 2024.</p> <p><i>Note:</i> <i>References to meetings and activities carried out from 1 January to 30 December 2024 use the terms "AC" and "RMC", while those occurring post financial year 2024 be referred to as ARMSC meetings/activities, following the merger and renaming of the Committee.</i></p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 9.2

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board is cognisant of the importance of upholding independence. None of the Board members were former partners within the cooling-off period of 3 years. Hence, there is no such person being appointed as a member of the AC.</p> <p>The Board/AC will observe a cooling-off period of at least 3 years in the event any potential candidate to be appointed as a member of the AC, is a former partner of the external audit firm of the Company.</p> <p>The AC Charter has been revised on 25 February 2022 to amend the clause stating that no former partner of Mudajaya's external auditors shall be appointed to the AC unless that person has observed a cooling-off period of at least 3 years before being appointed as a member of the AC.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 9.3

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The ARMSC conducts assessment on the suitability, objectivity and independence of the external auditor annually.</p> <p>In February 2025, the ARMSC undertook an assessment of the suitability and independence of the external auditors for their re-appointment as Auditors of the Company at the forthcoming 2025 AGM, which included a structured evaluation questionnaire completed by each member of the previous AC members. The questionnaires which are used as an assessment tool, are based on a 4-scale rating or 'Yes' and 'No' answer, whichever is applicable for each question. The areas which were covered in the assessment encompassed the external auditors' performance in terms of skills, expertise and competencies, calibre of the external audit firm, independence and objectivity, audit scope and planning, reasonableness of audit fees, provision of non-audit services and quality of communications with the AC. This annual evaluation provides the ARMSC with a disciplined approach for maintaining effective oversight of the external auditors' performance.</p> <p>The evaluation results were tabled at the ARMSC meeting held on 23 February 2025. The external auditors have also provided written confirmation on their independence in accordance with the terms of the relevant professional and regulatory requirements. The ARMSC was satisfied with the suitability and independence of the external auditors and thereby recommended to the Board for their re-appointment at the forthcoming 2025 AGM of the Company. The ARMSC was also satisfied that the provision of non-audit services by the external auditors did not impair their objectivity and independence as external auditors.</p> <p>In addition, private sessions with the external auditors were held twice a year to review the extent of assistance rendered by Management and issues arising from their audit. Based on the record, no negative comments were highlighted by the previous AC members. The ARMSC had a private session with the external auditors on 24 February 2025, the ARMSC was satisfied with the openness in communication and interaction with the engagement partner and his team, which demonstrated their independence and professionalism.</p>

	Having regard to the outcome of the annual assessment of external auditors, the Board at its meeting held on 25 February 2025, approved the ARMSC's recommendation for the re-appointment of external auditors, subject to the shareholders' approval being sought at the forthcoming 2025 AGM.	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

There is an effective and independent Audit Committee.

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

**Practice 9.4 - Step Up**

The Audit Committee should comprise solely of Independent Directors.

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	The AC (now known as ARMSC) comprises 3 members, all of whom are Independent Non-Executive Directors.



### Intended Outcome

There is an effective and independent Audit Committee.

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

### Practice 9.5

Collectively, the Audit Committee should possess a wide range of necessary skills to discharge its duties. All members should be financially literate, competent and are able to understand matters under the purview of the Audit Committee including the financial reporting process.

All members of the Audit Committee should undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>At present, all members of the ARMSC are financially literate and have sufficient understanding of the Group's businesses. They are well-equipped with relevant knowledge and experience to effectively discharge their duties and responsibilities as members of the ARMSC. In particular, the ARMSC Chairman, Mr Leong Choon Meng is a member of the Malaysian Institute of Accountants and Chartered Institute of Management Accountant while the other member of the ARMSC, Ms Oei Su Lee is a member of the Institute of Chartered Accountants, Australia and New Zealand. The qualification and experience of each member of the ARMSC are disclosed in the Directors' Profile section of the Annual Report.</p> <p>The AC reviews and discusses with Management the Company's financial reporting, transactions and other financial information, and where required, challenges Management's assertions on the Company's financials.</p> <p>The AC demonstrates an appropriate level of vigilance and scepticism towards, among others, detection of any financial anomalies or irregularities on the financial statements.</p> <p>Where there are significant matters requiring judgement, the AC asks probing questions to ascertain whether the financial statements are consistent with operational and other information known.</p> <p>The AC reviews and provides advice on whether the financial statements taken as a whole provide a true and fair view of the Company's financial position and performance.</p> <p>The Board reviews the term of office of the AC members and assesses the performance of the AC and its members through an annual</p>

	<p>evaluation. Based on the outcome of the evaluation for financial year 2024, the Board was satisfied with the AC's performance.</p> <p>All members of the AC had attended training programmes to keep themselves abreast of the latest developments. The training programmes attended by the AC members during the financial year are set out in the Corporate Governance Overview Statement contained in the Annual Report.</p>	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

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

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

## Practice 10.1

The board should establish an effective risk management and internal control framework.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has the ultimate responsibility of approving the risk management framework and policy as well as overseeing the Group's risk management and internal control framework.</p> <p>Mudajaya has in place an ongoing process for identifying, evaluating and managing significant risks that may affect the achievement of the business objectives of the Group. The Board through its RMC, reviews the key risks identified on a regular basis to ensure proper management and mitigation of risks within its control. The Board is also assisted by the AC in the review and assessment of the adequacy and effectiveness of the risk management and internal control system. Effective from the 31 December 2024, the aforementioned responsibility previously assigned to the RMC and AC have now been consolidated under the ARMSC.</p> <p>The Group has a formalised Enterprise Risk Management Framework encompassing a group-wide risk policy, and the roles and responsibilities for oversight, management and reporting of risks. The Enterprise Risk Management Framework was last reviewed and approved by the Board on 27 February 2020.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

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

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

### Practice 10.2

The board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board acknowledges its overall responsibility for establishing and maintaining an adequate and effective system of risk management and internal control to safeguard shareholders' investments and the assets of the Group.</p> <p>There is an ongoing process of identifying, evaluating and managing all significant risks faced by the Group throughout the year. A risk management framework together with the standard operating policy and procedure, which has been communicated to the Management team, serves as a guide to the Group's risk management policy, risk management processes and reporting framework.</p> <p>The Management team assists the RMC and the Board in implementing the process of identifying, evaluating and managing the significant risks applicable to their respective areas of business and in formulating suitable internal controls to mitigate and control these risks. Each business unit submits their risk register and risk assessment report which are presented via the risk management department to the RMC for deliberation. The RMC reviews matters such as identification and responses to address significant risks, internal control systems, adequacy of risk mitigation actions within the Group's risk appetite and tolerance to enhance shareholders' investments, safeguarding of assets, enhance opportunities, reduce threats and maintain corporate sustainability. This responsibility, previously held by the RMC, has been transferred to ARMSC effective 31 December 2024.</p> <p>The RMC (now ARMSC) receives from Management and the Internal Audit and Risk Management Department ("<b>IARMD</b>"), the Enterprise Risk Management report every 6 months for review. This report summarises the risk assessment and mitigation actions on the Group's high and significant risks.</p> <p>Details of the risk management and internal control framework are set out in the Statement on Risk Management and Internal Control contained in the Annual Report.</p>

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

### Intended Outcome

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

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

### Practice 10.3 - Step Up

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

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	<p>During the year, the RMC comprises a majority of Independent Non-Executive Directors and the members are as follows:-</p> <ul style="list-style-type: none"><li>(a) Chew Hoy Ping (Chairman) (Senior Independent Non-Executive Director)</li><li>(b) Oei Su Lee (Member) (Independent Non-Executive Director)</li><li>(c) Dato' Amin Rafie Bin Othman (Member) (Independent Non-Executive Director)</li></ul>

### Intended Outcome

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

### Practice 11.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The internal audit and risk management functions are performed in-house by the IARMD, which reports directly to the AC. Effective from the financial year 2025, the IARMD now reports directly to the ARMSC.</p> <p>The main role of the IARMD is to undertake regular reviews of the Group's systems of controls, procedures and operations so as to provide independent and objective assurance to the ARMSC regarding the adequacy and effectiveness of internal control, risk management and governance systems.</p> <p>Each year, the IARMD prepares yearly Internal Audit and Risk Management Plans for consideration and approval by the ARMSC. The IARMD adopts a risk-based approach in developing the annual internal audit plan for approval by the ARMSC. The IARMD is guided by the Internal Audit Charter on their authority, duties and responsibilities.</p> <p>The ARMSC reviews the quarterly internal audit reports from the IARMD based on the approved audit plan on the effectiveness and adequacy of the governance, risk management, operational and compliance processes. Follow-up reviews are undertaken on a quarterly basis to ascertain the status of implementation of prior quarter audit recommendations, the results of which are reported to the ARMSC.</p> <p>Apart from the aforesaid internal audit mandate, the IARMD is also responsible for facilitating and assisting Management in maintaining a structured risk management framework to identify, evaluate and manage the significant risks facing the Group. The IARMD submits semi-annual reports on enterprise risk management for the Group to the ARMSC for review and deliberation.</p> <p>In February 2025, the ARMSC carried out an evaluation of the effectiveness of the internal audit function in respect of financial year 2024. The appraisal covered the adequacy of IARMD's scope, its functions, resources, authority and independence, as well as the competency of internal audit staff. The results of the evaluation were tabled at the ARMSC meeting held on 24 February 2025. Overall, the ARMSC was satisfied with the performance of the IARMD.</p>

	The detailed activities carried out by the IARMD are disclosed under the Audit, Risk Management and Sustainability Committee Report contained in the Annual Report 2024.			
<b>Explanation for departure</b>	:			
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>				
<b>Measure</b>	:			
<b>Timeframe</b>	:	<table border="1"> <tr> <td></td><td></td></tr> </table>		



### Intended Outcome

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

### Practice 11.2

The board should disclose—

- whether internal audit personnel are free from any relationships or conflicts of interest, which could impair their objectivity and independence;
- the number of resources in the internal audit department;
- name and qualification of the person responsible for internal audit; and
- whether the internal audit function is carried out in accordance with a recognised framework.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>As at 31 December 2024, the IARMD has 2 personnel. The name and qualification of each member of the IARMD are set out below:</p> <ol style="list-style-type: none"><li>1. Mr Look Chee Leong holds the position of Manager of IARMD. He is a Certified Internal Auditor, and is a member of the Institute of Internal Auditors Malaysia.</li><li>2. Mr Chew Kah Kiat holds the position of Senior Executive. He has a Bachelor of Finance and Investment (Hons) and is a member of the Institute of Auditors Malaysia.</li></ol> <p>Under the supervision of the Manager of IARMD during the year, the IARMD conducts risk-based assignments across the Group's business units and operations in accordance with the Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing.</p> <p>The internal audit function provides the Board with assurance over the adequacy, effectiveness and efficiency of risk management, internal control and governance processes employed across the Group.</p> <p>The IARMD has no direct authority or responsibility for the activities it reviews and maintains a functional reporting line to the Chairman of the ARMSC.</p> <p>The IARMD personnel have no relationships or conflicts of interest that would impair the objectivity or independence of the function in the performance of her duties.</p>
<b>Explanation for departure</b>	:	

*Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.*

<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

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

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

### Practice 12.1

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

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p><b>Periodic and Continuous Disclosure</b></p> <p>The Board acknowledges the need for shareholders and other stakeholders to be informed of all material matters affecting the business and performance of the Company. Announcements to Bursa Securities are made on developments or events significantly affecting the Group. Financial results are released on a quarterly basis to provide shareholders and other stakeholders with a regular overview of the Group's performance. All announcements made by the Company to Bursa Securities are also available to shareholders and the market on the Investor Relations section of Mudajaya's website.</p> <p>The Company also arranges press interviews and briefings, and releases press announcements to provide information on the Group's business activities, performance and major developments, as and when necessary.</p> <p><b>Company Website</b></p> <p>The Company's website, <i>www.mudajaya.com</i> provides detailed information on the Group's businesses, projects and latest development, as well as the profiles of the Board and senior management. The website has a dedicated section on investor relations and corporate governance which contains announcements to Bursa Securities, quarterly financial results and annual reports, among others.</p> <p><b>Shareholders and Investors Queries</b></p> <p>Whilst the Company aims to provide sufficient information to shareholders and investors about Mudajaya and its activities, it also recognises that shareholders and investors may have specific queries and require additional information.</p> <p>To ensure that shareholders and investors can obtain all relevant information about the Group, they are encouraged to direct their queries to:</p>

	Investor Relations Mudajaya Group Berhad PH1, Menara Mudajaya No. 12A, Jalan PJU 7/3 Mutiara Damansara 47810 Petaling Jaya Selangor Darul Ehsan Tel No: (603) 7806 7899 Email : info@mudajaya.com	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

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

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

**Practice 12.2**

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

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

### Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

### Practice 13.1

Notice for an Annual General Meeting should be given to the shareholders at least 28 days prior to the meeting.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Company's 2024 AGM and extraordinary general meeting ("EGM") was held and conducted virtually on 13 June 2024 through live streaming and online remote voting via Remote Participation and Voting ("RPV") facilities, provided by the Company's share registrar, Boardroom Share Registrars Sdn Bhd.</p> <p>The Notices for the AGM and EGM were issued on 30 April 2024 and 17 May 2024 respectively, which were more than 28 days prior to the date of the AGM and EGM. The Notice of AGM with sufficient information of businesses to be dealt with thereat, together with the Proxy Form, Administrative Guide for AGM and Request Form (for printed copy of Annual Report and/or Share Buy-Back Statement), were sent to shareholders more than 28 days ahead of the meeting date. The Notices of AGM and EGM were published in one national newspaper to provide for wider dissemination of such notices to encourage shareholder participation. In addition, the Notice of AGM/EGM, Proxy Forms, Administrative Guides and Request Form were posted on the websites of Mudajaya and Bursa Securities.</p> <p>Each item of special business included in the Notice of AGM was accompanied by an explanatory statement for the proposed resolution to facilitate better understanding and enable shareholders to make an informed decision in exercising their voting rights.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

**Practice 13.2**

All directors attend General Meetings. The Chair of the Audit, Nominating, Risk Management and other committees provide meaningful response to questions addressed to them.

Application	:	Applied	
Explanation on application of the practice	:	At the AGM and EGM of the Company which were held on 13 June 2024, all the Directors attended the virtual AGM and EGM to engage with shareholders.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

### Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

### Practice 13.3

Listed companies should leverage technology to facilitate—

- voting including voting in absentia; and
- remote shareholders' participation at general meetings.

Listed companies should also take the necessary steps to ensure good cyber hygiene practices are in place including data privacy and security to prevent cyber threats.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Company has been holding virtual AGM and EGM since year 2020 through live streaming and online remote voting by using RPV facilities, which is in compliance with Section 327 of the Companies Act 2016 and Clause 60 of the Company's Constitution. The electronic means of conducting the AGM on a virtual basis facilitate and enable shareholders to participate in the AGM and EGM proceedings without the need to be physically present at the AGM and EGM.</p> <p>Boardroom Share Registrars Sdn Bhd was appointed as the Poll Administrator for the AGM and EGM to conduct the RPV process. SKY Corporate Services Sdn Bhd was appointed as the Independent Scrutineer for the verification of poll results at the AGM and EGM.</p> <p>The Company had on 29 April 2024 and 16 May 2024 sent to all shareholders, the Administrative Guides for AGM and EGM, which sets out the details of the RPV facilities. The same were also published on the Company's corporate website.</p> <p>With the RPV facilities, shareholders are able to exercise their right to participate (including posing questions to the Board/Management) and vote by registering themselves before the closing date as stipulated in the Administrative Guide. If a member is unable to attend the AGM and EGM, he/she may appoint a proxy or the Chairman of the meeting as his/her proxy to attend the AGM and EGM via the RPV facilities.</p> <p>On the day of the AGM and EGM, the registered users were required to log in to the virtual meeting portal to participate, vote and submit questions at the AGM and EGM.</p> <p>Upon verification of the poll results by the Independent Scrutineer, the Chairman announced the results for each resolution, which were also displayed on the screen and declared that all the resolutions were carried. Subsequently, the poll results were announced to Bursa Securities via Bursa LINK on the same day for the benefit of all shareholders.</p>



	The Poll Administrator, Boardroom Share Registrars Sdn Bhd had put in place information security measures to prevent cyber threats and data breaches.	
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

### Practice 13.4

The Chairman of the board should ensure that general meetings support meaningful engagement between the board, senior management and shareholders. The engagement should be interactive and include robust discussion on among others the company's financial and non-financial performance as well as the company's long-term strategies. Shareholders should also be provided with sufficient opportunity to pose questions during the general meeting and all the questions should receive a meaningful response.

*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.*

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>At the commencement of the AGM and EGM, Boardroom Share Registrars Sdn Bhd presented a short video to brief the shareholders and proxies on how to submit questions using the message icon via the RPV facilities as well as the online voting process. Shareholders and proxies were encouraged to pose their questions during the AGM and EGM.</p> <p>To further encourage engagement between the Directors and shareholders, shareholders were also invited to submit questions before the AGM and EGM to Boardroom's Smart Investor Portal in relation to the agenda items of the AGM and EGM. This was communicated to shareholders in the Administrative Guide for the AGM and EGM.</p> <p>The Company received pre-submitted questions from shareholders/proxies and those questions and answers were read out by the Chairman at the AGM and EGM. Questions received from shareholders and proxies during the AGM and EGM via the message icon were read out by the Chairman and the questions were addressed by the Chairman, AGCOO and other Directors at the AGM and EGM. The questions posed by shareholders/proxies were also displayed on the screen for the meeting participants' reference while the Chairman of the meeting read out the questions.</p> <p>At the AGM and EGM, the Executive Chairman, Ir. James Wong Tet Foh took the opportunity to engage with the shareholders by giving a presentation which covered the Group's performance and future strategies for the Group. In addition, the external auditors were in attendance to answer questions from shareholders on the audited financial statements.</p>

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

## Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

## Practice 13.5

The board must ensure that the conduct of a virtual general meeting (fully virtual or hybrid) support meaningful engagement between the board, senior management and shareholders. This includes having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Questions posed by shareholders should be made visible to all meeting participants during the meeting itself.

*Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.*

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>With leveraging on technology advancement, the AGM and EGM were held virtually through electronic live streaming and online remote voting. The electronic means of conducting the AGM and EGM on a virtual basis facilitate and enable all shareholders to participate fully in the meeting proceedings without the need to be physically present at the AGM.</p> <p>To ensure a smooth broadcast of the AGM and EGM, the Company conducted a dry run prior to the AGM and EGM to ensure that the required infrastructure, equipment and proper settings were in place for seamless meeting proceedings.</p> <p>With the RPV facilities, shareholders were able to exercise their right to participate at the AGM and EGM (including posing questions to the Board/Management) and vote by registering themselves before the closing date as stipulated in the Administrative Guide. If a member is unable to attend the AGM and EGM, he/she may appoint a proxy or the Chairman of the meeting as his/her proxy to attend the AGM and EGM via the RPV facilities.</p> <p>The Poll Administrator's AGM and EGM solution has an application/feature called the Moderator Link to capture questions posed by the shareholders during the AGM and EGM and transmit the questions to the Directors and Management for action and response, prior to and during the AGM and EGM. Similarly, the same application/feature was used by the Company for the same questions posed by shareholders/proxies to be made visible to all meeting participants during the AGM and EGM.</p> <p>With the use of Moderator Link, the Chairman had managed the questions &amp; answers (Q&amp;A) session smoothly and efficiently. Each question had been displayed on the screen as and when the Chairman</p>

	and other Directors provided their responses to the respective questions in an orderly manner.	
<b>Explanation for departure</b>		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>		
<b>Timeframe</b>		

**Intended Outcome**

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

**Practice 13.6**

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

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>		
<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The minutes of the AGM and EGM (including the questions raised at the AGM and the answers thereto) were circulated to the shareholders within 30 business days after the said AGM and EGM.</p> <p>The minutes of the AGM and EGM was made available on the Company's corporate website at <a href="http://www.mudajaya.com">www.mudajaya.com</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## **SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PURSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA**

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

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