CORPORATE GOVERNANCE REPORT

STOCK CODE : 7315

COMPANY NAME: AHB HOLDINGS BERHAD

FINANCIAL YEAR : March 31, 2024

OUTLINE:

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

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

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

SECTION A - DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	:	Applied
Explanation on application of the practice	:	The principal roles and responsibility assumed by the Board are as follows:
		Review and Adopt Strategic Plan of the Group
		The Board plays an active role in the development of the Group's overall corporate strategy, marketing plan and financial plan. The Board presented with the short and long-term strategy of the Group together with its proposed business plans for the forthcoming year. The Board also monitor budgetary exercise which supports the Group's business plan and budget plan. • Implementation of Internal Compliance Controls and Justify
		Measure to Address Principle Risks
		The Board is fully alert of the responsibilities to maintain a proper internal control system. The Board's responsibilities for the Group's system of internal controls include financial condition of the business, operational, regulatory compliance as well as risk management matters.
		To Formulate Succession Planning
		The Board is responsible to formulate an appropriate succession planning and has entrusted the Nomination Committee and Remuneration Committee with the duty of reviewing the appointment, training and determination of compensation for senior management of the Group, as well as assessing the performance of Directors and Committee members and, where appropriate, the appointment of new member of the Board and Executive Directors.

	The Board, together with the Management, put in place informal structure and practice to ensure key roles within the Group are supported by competent and calibre second-inline to reduce the impact of abrupt departure of key personnel to the minimum possible. The succession planning of the Group is enhanced by the policies and standard operating procedures as well as job descriptions established for key business processes within the Group. In addition, during the review of the performance and strategies presented, at times, the Board reviews on the adequacy of calibre and competent human resources that are put in place for daily management and control of operations as well as proper execution of approved strategies. • Developing and Implementing an Investor Relations Program or Shareholder Communications Policy for the Group The Board recognises that shareholder and other stakeholders are entitled to be informed in a timely and readily accessible manner of all material information concerning the Company through a series of regular disclosure events during the financial year ended. Hence, the Group's website is the primary medium in providing information to all shareholders and stakeholders.	
Explanation for : departure		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		
	1	

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

Practice 1.2

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

Application :	Applied	
Explanation on :	The roles and responsibilities of the Chairman of the Board have been	
application of the	clearly specified in the Board Charter, which is available at the	
practice	Company's website at www.ahbholdings.com.my.	
practice	company 3 website at www.anbholamgs.com.my.	
Explanation for :		
departure		
acpartare		
Large companies are requi	red to complete the columns below. Non-large companies are encouraged	
to complete the columns below.		
,		
Measure :		
Timeframe :		

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

Practice 1.3The positions of Chairman and CEO are held by different individuals.

Application :	Applied
Explanation on application of the practice	The Company does not have a Chief Executive Officer ("CEO") position. However, the Executive Director of the Company takes on the responsibilities of CEO. As such, the positions of the Chairman and CEO are held by different persons. The Chairwoman focuses on the Group's strategic direction and also ensures that the proper procedures are enforced for the conduct of meetings and that decisions made are formally recorded and adopted. The Executive Director is primarily responsible for the overall management of day-to-day business operations and implementation of key business decisions of the Group. The Executive Director also brings relevant business development plans to the Board, drives the change and innovations on the growth within the Group. The respective roles and responsibilities of the Chairwoman and the Executive Director are set out in the Board Charter of the Company
	which is published on the Company's website at www.ahbholdings.com.my.
Explanation for : departure	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :	

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

Practice 1.4

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

Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation,			
then the status of this practice should be a 'Departure'.			
Application :	Applied		
Explanation on : application of the practice	Her Highness Tunku Kamariah Aminah Maimunah Iskandariah Binti Sultan Iskandar, the Independent Non-Executive Chairwoman of the Company does not hold any membership of the Board Committees of the Company and does not participate in any of the Board Committees' meetings.		
Explanation for : departure			
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure :			
Timeframe :			

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

Practice 1.5

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

Application		Applied
Application	•	Applied
Explanation on	:	The Board is supported by two (2) qualified and competent Company
application of the		Secretaries who are responsible for ensuring that the Company's
practice		procedures and policies and regulations are complied with. The Board is
		regularly updated and advised by the Company Secretaries on any new
		statutory and regulatory requirements in relation to their duties and
		responsibilities. The Board recognises that the Company Secretaries are
		suitably qualified and capable of carrying out the duties required. The
		Board is satisfied with the service and support rendered by the Company
		Secretaries in the discharge of their functions.
		secretaries in the discharge of their functions.
		The Company Secretaries attend all Board and all Board Committees
		• •
		meetings and ensure that meetings are properly convened, and that
		accurate and proper records of the proceedings and resolutions passed
		are taken and maintained accordingly.
Explanation for	:	
departure		
Large companies are req	quir	ed to complete the columns below. Non-large companies are encouraged
to complete the columns	s be	elow.
Measure	:	
Timeframe	•	
	•	

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

Practice 1.6

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

Application :	Applied	
Explanation on : application of the practice	Unless otherwise agreed, notice of each meeting confirming the venue, time, date and agenda of the meeting together with relevant Board papers shall be forwarded to each director not later than seven (7) days before the date of the meeting. This is to ensure that the Board papers comprising of due notice of issues to be discussed and supporting information and documentations are provided to the Board sufficiently in advance.	
	Furthermore, Directors are given sufficient time to read the Board papers and to seek clarification or further explanation from the management and Company Secretaries. The deliberations of the Board in terms of the issues discussed during the meetings and the Board's conclusions in discharging its duties and responsibilities are recorded in the minutes of meetings by the Company Secretaries.	
Explanation for : departure		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

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

Practice 2.1

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

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

Application		Applied
Explanation on	:	As part of the governance process, the Board has formalised and
application of the practice		adopted the Board Charter. This Board Charter serves as a reference point for the Board activities. The Board Charter provides guidance to the Board and management regarding responsibilities of the Board and to ensure that all Board members acting on behalf of the Company are aware of their duties and responsibilities as Board members.
		The Board Charter is reviewed periodically as and when the need arises to ensure that the dynamic needs of the Group are consistently met. The Board Charter is available for reference at the Company's website at www.ahbholdings.com.my .
Explanation for departure		
Large companies are required to complete the columns below. Non-large companies are encouraged		
to complete the column	s be	elow.
Measure	:	
Timeframe	:	

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

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

Practice 3.1

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

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

Application :	Analiad
Application .	Applied
Explanation on :	This Code of Conduct and Ethics is formulated to enhance the standard
application of the	of corporate governance and corporate behaviour with the intention of
practice	achieving the following aims:
•	
	1. To establish a standard of ethical behaviour for directors based on
	trustworthiness and values that can be accepted, are held or
	upheld by any one person.
	2. To uphold the spirit of responsibility and social responsibility in line
	with the legislation, regulations and guidelines for administrating a
	company.
	The Code of Conduct and Ethics is made available to public at
	Company's website www.ahbholdings.com.my.
Explanation for :	
departure	
acpartare	
	Endle consider the color of the Mante consider
	red to complete the columns below. Non-large companies are encouraged
to complete the columns b	elow.
Measure :	
Timeframe :	

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

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

Practice 3.2

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

Application	: Applied	
Explanation on application of the practice Explanation for departure	The Board has in place a Whistle Blowing Policy thatserves as a platform and laid out the procedures for employees to raise genuine concerns about any suspected and/or known unethical behaviour, malpractices, illegal acts or failure to comply with regulatory requirements that is taking place and/or has taken place and/or may take place in the future at the earliest opportunity, without being subject to victimisation, harassment or discriminatory treatment. The Board will review the Whistle Blower Policy from time to time to ensure that it remains relevant and appropriate. The Whistle Blower Policy is available on website at www.ahbholdings.com.my .	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure		
Timeframe		

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

Practice 4.1

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

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

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

Application :	Applied
Explanation on : application of the practice	The Board has taken steps to integrate sustainability issues as core of its strategic formulation. The Board is supported by the management, which enables the Board to assess and ensure that sustainability governance is well structured and proper functioning throughout various level of management. Despite challenging economic conditions amidst the uncertain political environment and pandemic-influenced climate, the Group maintained its efforts to improve business sustainability during the financial period.
Explanation for :	
departure	
Large companies are requ	ired to complete the columns below. Non-large companies are encouraged
to complete the columns l	pelow.
Measure :	
Timeframe :	

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

Practice 4.2

The board ensures that the company's sustainability strategies, priorities and targets as well as performance against these targets are communicated to its internal and external stakeholders.

Application	:	Applied
Explanation on application of the practice	:	The Board is aware of the importance of business sustainability and reviews operational practices that affect sustainability of environment, governance and social aspects of its business on a regular basis. The Group is committed to the continuous efforts in maintaining a delicate balance between its sustainability agenda and other stakeholders' interest. The details of the sustainability efforts are set out in the Sustainability Statement of this Annual Report.
Explanation for departure	:	
Large companies are red	uir	ed to complete the columns below. Non-large companies are encouraged
to complete the column		
Measure	:	
Timeframe	:	

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

Practice 4.3

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

Application	Applied	
Explanation on application of the practice	The Board has committed to stay abreast with the latest development in the sustainability issues relevant to the Group. The Board gains access to the sustainability issues updates via news, publications from relevant agencies and attending various seminars or trainings.	
Explanation for departure		
Large companies are requ	ired to complete the columns below. Non-large companies are encouraged	
to complete the columns below.		
Measure		
Timeframe		

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	
Application :	Applied	
Explanation on : application of the practice	The review of the Boards' and Senior Managements' performance in addressing the Company's material sustainability risks and opportunities are included in the Board's performance assessment.	
practice	opportunities are included in the board's performance assessment.	
	This is part of the Company's addressing sustainability risks and opportunities through performance reviews.	
Explanation for :		
departure		
	-	
Large companies are regu	ired to complete the columns below. Non-large companies are encouraged	
to complete the columns below.		
Measure :	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe :	Choose an item.	

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

Practice 4.5- Step Up

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

Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.		
Application :	Not Adopted	
, ipplication	Hothaoptea	
Explanation on :		
•		
adoption of the		
practice		
produce		
	L	

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

Practice 5.1

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

Application	:	Applied
Explanation on application of the	:	The Board through the Nomination Committee conducts an annual review on the overall composition of the Board in terms of size, the
practice		required mix of skills, experience and other qualities and core
		competencies for the Directors of the Company. The Nomination Committee also undertakes board effectiveness evaluation including performance evaluation of the Directors standing for re-election and assessment of the Independent Directors.
		In accordance with the Company's Constitution, any newly appointed Director shall hold office only until the next Annual General Meeting ("AGM") and shall then be eligible for re-election. In addition, one-third (1/3) of the Board shall retire from office and be eligible for re-election at every AGM and all Directors shall retire from office at least once in every three (3) years but shall be eligible for re-election.
		The annual re-election of retiring Directors has been contingent on satisfactory evaluation of the retiring Directors' performance and contribution to the Board.
		Both Nomination Committee and the Board were satisfied that the above Directors have met the performance criteria and recommended them for re-election at Twenty-Ninth AGM held on 13 March 2023.
Explanation for departure	:	,
Large companies are re	quir	red to complete the columns below. Non-large companies are encouraged
to complete the column	is be	elow.
Measure	:	
Timeframe	:	

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

Practice 5.2

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

Application :	Applied	
Explanation on :	Currently, the Board comprises eight (8) Directors, with five (5) out of	
application of the	eight (8) Directors being Independent Directors, one (1) Non-	
practice	Independent Non-Executive Director and two (2) Executive Directors.	
	The Board comprises a majority of Independent 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 :		

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	:	Not applicable - No independent director(s) serving beyond 9 years
Explanation on application of the practice	:	
Explanation for departure	:	
Larae companies are rea	uir	red to complete the columns below. Non-large companies are encouraged
to complete the columns below.		
Measure	:	
Timeframe	:	

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

Practice 5.4 - Step Up

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

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

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

Practice 5.5

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

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

Application :	Applied
Explanation on : application of the practice	The Board acknowledges the importance of diversity in terms of skills, experience, age, gender, cultural background and ethnicity and recognises the benefits of diversity at leadership and employee level. Having a range of diversity dimensions brings different perspectives to the boardroom and to various levels of Management within the Group. The Nomination Committee makes recommendations for appointment of members to the Board. In making these recommendations, the Nomination Committee assesses the suitability of candidates, taking into account the character, experience, integrity, competency, time commitment and other qualities of the candidates, before recommending their appointment to the Board for approval.
Explanation for : departure	
	red to complete the columns below. Non-large companies are encouraged
to complete the columns be	elow.
Measure :	
Timeframe :	

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

Practice 5.6

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

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

Application	:	Applied
Explanation on application of the practice	į	In determining the process for the identification of suitable new candidates, the Nomination Committee does not solely depends on the recommendations from existing board members, management or major shareholders. The Board will ensure a proper review or search to ensure the requirement and qualification of the candidate nominated. The Board will utilise a variety of approaches and sources to identify suitable candidates, which may include sourcing from independent recruitment firms and open advertisements. The detailed profiles of nominated directors will be presented to the Board by the Nomination Committee to assist the Board in making the selection decision.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

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

Practice 5.7

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

Application :	Applied
Explanation on : application of the practice	The profiles of Directors are published in the Annual Report. Information contained therein included age, gender, tenure of service, directorship in other companies, working experience and any conflict of interest as well as shareholding in the Company. To ensure shareholders have the information they require to make an informed decision on the appointment and re-appointment of a director, a brief profile of director concerned together with statement from the Board (on whether it support the appointment or reappointment) will be included in the agenda of meeting when such appointment or reappointment will be considered.
Explanation for : departure	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :	

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

Practice 5.8

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

Application	:	Applied
Explanation on	:	The Nomination Committee currently comprises of 5 members, which
application of the		who are majority Independent Non-Executive Directors. The
• •		·
practice		Nomination Committee is chaired by Mr. Terence Cheah Eu Lee, an
		Independent Non-Executive Director.
Explanation for	:	
departure		
	Γ	
Larae companies are rea	uire	ed to complete the columns below. Non-large companies are encouraged
to complete the columns		,
to complete the columns	, DC	
Measure	:	
Timeframe	•	
·····ciiaiiic	•	

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

Practice 5.9

The board comprises at least 30% women directors.

Application :	Departure	
Explanation on :		
application of the		
practice		
practice		
Explanation for : departure	The Board does not have a specific policy on the gender diversity for the candidates to the appointed to the Board. The Board is aware on the importance of boardroom diversity and is supportive of the recommendation of MCCG to the establishment of boardroom and workforce gender diversity policy.	
	workforce gender diversity policy.	
	Currently, the Board has 12.50% woman director with the appointment of Tunku Kamariah Aminah Maimunah Iskandariah Binti Sultan Iskandar to the Board which complied with the Paragraph 15.02(1)(b) of the Main Market Listing Requirement of Bursa Malaysia Securities Berhad.	
Large companies are requi	red to complete the columns below. Non-large companies are encouraged	
to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 5.10

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

Application	Departure
Explanation on	
application of the	
practice	
practice	
Explanation for	The Board is aware of the importance of boardroom diversity and is
departure	supportive of the recommendation of MCCG to the establishment of
	boardroom and workforce gender diversity policy. However, the Board
	does not adopt any formal gender diversity policy in the selection of new
	Board candidates and does not have specific policies on setting target
	for female candidates in the Group and will actively work towards
	having more female directors on the Board. The Group basically
	evaluates the suitability of candidates as new Board member based on
	the candidates' competency, skills, character, time commitment,
	knowledge, experience and other qualities in meeting the needs of the
	Group, regardless of gender. Equal opportunity is given and does not
	practice discrimination of any form, whether based on age, gender, race
	and religion, throughout the organisation. Nevertheless, the Board will
	evaluate and match the criteria of the potential candidate as well as
	considering the boardroom diversity for any new proposed
	appointment of directors of the Company in the future.
	appointment of uncetors of the company in the facult.
	Currently, the Board has one (1) female director out of a total of eight
	(8) Board members, representing a percentage of approximately
	12.50%.
Large companies are requ	
• • •	ired to complete the columns below. Non-large companies are encouraged
to complete the columns	DEIOW.
Measure	
Timeframe	

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

Practice 6.1

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

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

	y to qualify for adoption of this practice, it must undertake annual board independent expert at least every three years to facilitate the evaluation.								
Application :	Applied								
Explanation on : application of the practice	The Nomination Committee would assess the performance of the Board, as a whole, Board Committees and individual Directors, based on a self-assessment approach on an annually basis. From the results of the assessment, including the mix of skills and experience possessed by Directors, the Board will consider and approve the recommendations on the re-election and re-appointment of Directors at the Company's forthcoming Annual General Meeting, with a view to meeting current and future requirements of the Group.								
	The criteria used by the Nomination Committee in evaluating the performance of individual, including contribution to interaction, integrity, competency, and time commitment of the members of the Board and Board Committees in discharging their duties, are in a set of questionnaires. Each of the Directors will perform a self-assessment on an annually basis.								
Explanation for :									
departure									
	red to complete the columns below. Non-large companies are encouraged								
to complete the columns b	pelow.								
Measure :									
Timeframe :									

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

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

Practice 7.1

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

Application	:	Applied						
Explanation on application of the practice	·							
Explanation for departure	:							
Large companies are red	uir	ed to complete the columns below. Non-large companies are encouraged						
to complete the column								
Measure	:							
Timeframe	:							

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

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

Practice 7.2

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

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

Application :	Applied
Explanation on application of the practice	The Board has set up a Remuneration Committee which comprises of five (5) members of which all are Independent Non-Executive Directors to assist the Board in determining the Directors' remuneration. The Remuneration Committee evaluates the remuneration packages of senior management executives and recommends for the Board's approval, the framework of executive remuneration of the Executive Director's remuneration package. Non-Executive Directors' fees are determined by the Board as a whole with the Director concerned abstaining from deliberations and voting on decisions in respect of his fee. The terms of reference of the Remuneration Committee is made
	available to public at the Company's website at www.ahbholdings.com.my .
Explanation for : departure	
• .	ired to complete the columns below. Non-large companies are encouraged
to complete the columns i	pelow.
Measure :	
Timeframe :	

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

Practice 8.1

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

Application	:	Applied
Explanation on application of the practice	:	The detailed disclosure on named basis for the remuneration of individual directors are set out in the Audited Financial Statements for the financial period ended 31 March 2024 and the Corporate Governance Overview Statement of the Annual Report 2024. The remuneration breakdown of individual director for the financial period ended 31 March 2024 is as follows:

		Directorate		Company ('000)						Group ('000)						
No	Name		Fee	Allowance	Salary	Bonus	Benefits-in- kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in- kind	Other emoluments	Total
1	Tunku Kamariah Aminah Maimunah Iskandariah Binti Sultan Iskandar (appointed on 16 May 2023)	Independent Director	157,500	N/A	N/A	N/A	N/A	2,750	160,250	157,500	N/A	N/A	N/A	N/A	2,750	160,250
2	Chow Hung Keey	Executive Director	N/A	N/A	180,500	N/A	N/A	14,161	194,661	N/A	N/A	180,500	N/A	N/A	14,161	194,661
3	Siva Kumar A/L Kalugasalam	Independent Director	90,000	N/A	N/A	N/A	N/A	N/A	90,000	90,000	N/A	N/A	N/A	N/A	N/A	90,000
4	Terence Cheah Eu Lee	Independent Director	90,000	N/A	N/A	N/A	N/A	N/A	90,000	90,000	N/A	N/A	N/A	N/A	N/A	90,000
5	Dato' Fizal Bin Kamarudin @ Fauzi	Independent Director	54,000	N/A	N/A	N/A	N/A	N/A	54,000	54,000	N/A	N/A	N/A	N/A	N/A	54,000
6	Datuk Dr. Anuar Bin Mohd Noh (appointed on 23 March 2023)	Independent Director	36,000	N/A	N/A	N/A	N/A	N/A	36,000	36,000	N/A	N/A	N/A	N/A	N/A	36,000
7	Dato' Ridza Abdoh Bin Haji Salleh (appointed 24 January 2024)	Non-Executive Non-Independent Director	6,000	N/A	N/A	N/A	N/A	2,750	8,750	6,000	N/A	N/A	N/A	N/A	2,750	8,750
8	Lay Zhing Yin (appointed on 21 June 2023 and resigned on 9 July 2024)	Independent Director	6,000	N/A	N/A	N/A	N/A	N/A	6,000	6,000	N/A	N/A	N/A	N/A	N/A	6,000
9	Loh Woen Tsau (resigned on 6 March 2023)	Independent Director	15,000	N/A	N/A	N/A	N/A	N/A	15,000	15,000	N/A	N/A	N/A	N/A	N/A	15,000
10	Teh Boon Hong	Executive Director	49,000	N/A	N/A	N/A	N/A	N/A	49,000	49,000	N/A	N/A	N/A	N/A	N/A	49,000

	(resigned on 20 April 2023)															
11	Gan Wen Ting @ Gan Moou Heang (resigned on 21 June 2023)	Independent Director	24,000	N/A	N/A	N/A	N/A	N/A	24,000	24,000	N/A	N/A	N/A	N/A	N/A	24,000
12	Susan Wong Yun Tsu (resigned on 16 May 2024)	Independent Director	54,000	N/A	N/A	N/A	N/A	N/A	54,000	54,000	N/A	N/A	N/A	N/A	N/A	54,000

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

Practice 8.2

The board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.

Application	:	Departure					
Explanation on application of the practice	:						
Explanation for departure	:	The Board is of the opinion that the disclosure of the Senior Management personnel names and the various remuneration components (salary, bonus, benefits in-kind, other emoluments) would not be in the best interest of the Group due to confidentiality and security reasons. The Board ensures that the remuneration of Senior Management commensurate with the performance of the Company, with due consideration to attracting, retaining and motivating Senior Management to lead and run the Company successfully. Excessive remuneration pay-outs are not made to Senior Management personnel in any instance.					
		Nonetheless, the Company provide details of the remuneration of the senior management on an aggregate basis in bands of RM50,000 as shown in the table in the Company's Annual Report 2024.					
Large companies are re	quir	red to complete the columns below. Non-large companies are encouraged					
to complete the column	s be	elow.					
Measure	:						
Timeframe	:						

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

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

Practice 8.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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

There is an effective and independent Audit Committee.

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

Practice 9.1

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

Application	:	Applied
Explanation on application of the practice	:	Mr. Siva Kumar A/L Kalugasalam is the Chairman of the Audit Committee.
Explanation for departure	:	
Large companies are req	uir	ed to complete the columns below. Non-large companies are encouraged
to complete the columns	be	elow.
Measure	:	
Timeframe	:	

There is an effective and independent Audit Committee.

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

Practice 9.2

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

Application	•	Applied
Explanation on application of the practice	:	No former key audit partner of the Group has been appointed to the Board or employed by the Group.
Explanation for departure	:	
Large companies are re	quir	red to complete the columns below. Non-large companies are encouraged
to complete the column	•	
Measure	:	
Timeframe	:	

There is an effective and independent Audit Committee.

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

Practice 9.3

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

Application :	Applied
Explanation on : application of the practice	The Audit Committee reviews the appointment, performance and remuneration of the External Auditors annually before recommending them to the Board to put forward to the shareholders for reappointment in the AGM. In assessing or determining the suitability and independence of the External Auditors, the Audit Committee has taken into consideration of the followings:
	 i) the adequacy of the experience and resources of the External Auditors; ii) the External Auditors' ability to meet deadlines in providing services and responding to issues in a timely manner as contemplated in the external audit plan; iii) the nature of the non-audit services provided by the External Auditors and fees paid for such services relative to the audit fee; and iv) whether there are safeguards in place to ensure that there is no threat to the objectivity and independence of the audit arising from the provision of non-audit services or tenure of the External Auditors.
Explanation for : departure	
Large companies are requi to complete the columns b	red to complete the columns below. Non-large companies are encouraged elow.
Measure :	
Timeframe :	

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application :	Not Adopted
Explanation on adoption of the practice	The AC comprises five (5) members, as follows: Chairman Mr. Siva Kumar A/L Kalugasalam (Independent Non-Executive Director) Members Dato' Fizal Bin Kamarudin @ Fauzi (Independent Non-Executive Director) Mr. Terence Cheah Eu Lee (Independent Non-Executive Director) Datuk Dr. Anuar Bin Mohd Noh (Independent Non-Executive Director) Dato' Ridza Abdoh Bin Haji Salleh (Non-Independent Non-Executive Director)

There is an effective and independent Audit Committee.

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

Practice 9.5

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

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

Application :	Applied
Explanation on : application of the practice	All Audit Committee members are financially literate and are able to understand matters under the purview of the Audit Committee including financial reporting process. The qualification and experience of the individual Audit Committee members are disclosed in the Profile of Board of Directors in the Annual Report 2024. The members of Audit Committee undertaken continuous professional
	development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.
Explanation for : departure	
Large companies are requi to complete the columns b	ired to complete the columns below. Non-large companies are encouraged pelow.
Measure :	
Timeframe :	

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

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

Practice 10.1

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

Application	:	Applied
Explanation on	:	The details of the Group's systems of risk management and internal
application of the		control are reported in the Audit Committee Report and Statement on
practice		Risk Management and Internal Control has been disclosed in the Annual
		Report 2024 respectively.
Evaluation for		
Explanation for	•	
departure		
Large companies are req	uir	ed to complete the columns below. Non-large companies are encouraged
to complete the columns	be	elow.
,		
Measure	• •	
Timeframe	:	

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

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

Practice 10.2

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

Application :	Applied
Explanation on : application of the practice	The details of the Group's risk management and internal control framework is elaborated in the Statement on Risk Management and Internal Control of the Annual Report 2024, which has been reviewed by the External Auditors.
Explanation for : departure	
Large companies are regu	ired to complete the columns below. Non-large companies are encouraged
to complete the columns i	·
Measure :	
Timeframe :	

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

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

Practice 10.3 - Step Up

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

Application :	Not Adopted
Explanation on : adoption of the practice	

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

Practice 11.1

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

Application	:	Applied
Explanation on application of the practice	••	The internal audit function of the Company is effective and remains independent all the time. The internal audit function is set out in the Statement on Risk Management and Internal Control and Audit Committee Report.
		Internal Auditors reports to the Audit Committee and has unrestricted access to the Audit Committee. Its function is independent of the activities or operations of other operating units. The internal auditors periodically evaluate the effectiveness of the risk management process, reviews the operating effectiveness of the internal controls system and compliance control within the Group. The Head of Internal Audit is invited to attend the Audit Committee meetings to facilitate the deliberation of audit reports. The minutes of the Audit Committee meetings are tabled to the Board for information and serves as a reference especially when there are pertinent points should any of the Board members.
Explanation for departure	:	
Large companies are req	uir	ed to complete the columns below. Non-large companies are encouraged
to complete the columns	s be	elow.
Measure	:	
Timeframe	:	

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

Practice 11.2

The board should disclose-

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

Application :	Applied
Explanation on : application of the practice	The Group has appointed an established external professional Internal Audit firm namely Vaersa Advisory Sdn. Bhd., which has 3 personnel with relevant qualifications and/or experience in internal auditing. Vaersa Advisory Sdn Bhd's engagement directors in charge of the Group's internal audit is Quincy Gan who is a member of the Institute Internal Auditors Malaysia. Further details are disclosed in the Audit Committee Report of the Annual Report 2024.
Explanation for : departure	
Large companies are requi to complete the columns b	 red to complete the columns below. Non-large companies are encouraged elow.
Measure :	
Timeframe :	

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

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

Practice 12.1

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

Application	•	Applied
Explanation on application of the practice	:	The Board recognises that shareholder and other stakeholders are entitled to be informed in a timely and readily accessible manner of all material information concerning the Company through a series of regular disclosure events during the financial year. Hence, the company website is the primary medium in providing information to all shareholders and stakeholders.
Explanation for departure	:	
Large companies are re to complete the columi	•	red to complete the columns below. Non-large companies are encouraged elow.
Measure	:	
Timeframe	:	

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

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

Practice 12.2

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

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

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

Practice 13.1

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

Application :	Applied	
Explanation on :	The Notice for the Annual General Meeting ("AGM") is included in the	
application of the	Annual Report of the Company and distributed to the shareholders at	
• •	· · ·	
practice	least 28 days prior to the AGM. Notice of 29th AGM of the Company	
	scheduled to be held on 13 March 2023 was issued and despatched to	
	the shareholders on 30 January 2023.	
Explanation for :		
departure		
acparta.c		
Large companies are requi	red to complete the columns below. Non-large companies are encouraged	
to complete the columns below.		
•		
Measure :		
Timeframe :		

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

Practice 13.2

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

Application	:	Applied
Explanation on application of the practice	:	All Directors attended the Company's fully virtual 29 th AGM in year 2023 held on 13 March 2023.
F -4-3-1-3-1		The Chairman of Audit Committee and other committees as well as Senior Management and the Company's external auditors attended the AGM and are available to give response if there are any questions addressed to them.
		Barring any unforeseen circumstances, all Directors will be present at the forthcoming 30 th AGM of the Company to provide and address questions and/or concerns raised by the shareholders/proxies if any.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

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

Practice 13.3

Listed companies should leverage technology to facilitate-

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

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

Application	:	Applied
Explanation on		The Company has conducted the 29th AGM fully virtual via Remote
application of the		Participation and Voting facilities using Vote2U at
practice		https://web.vote2u.my (Domain Registration No. with MYNIC - D6A471702) provided by Agmo Digital Solutions Sdn Bhd in Malaysia.
		DOTATION PROVIDED BY TEMO DIGITAL SOLUTIONS SAIT BITA IN MAINLYSIA.
		The shareholders were advised to take advantage of the RPV facility.
		Detailed procedures were provided to shareholders in the
		Administrative Guide to shareholders available on the Company's website.
Fundamentian for		website.
Explanation for	:	
departure		
		ed to complete the columns below. Non-large companies are encouraged
to complete the columns	s be	elow.
Measure	:	
Timeframe		
Timename	•	

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.

	•	f adoption of this practice should include a discussion on measures
		general meeting is interactive, shareholders are provided with sufficient
		ions and the questions are responded to.
	Application :	Applied
	Fundamentian an	The Chairman of the Common has always here against of the
	Explanation on :	The Chairman of the Company has always been cognisant of the
	application of the	importance in ensuring the AGM supports meaningful engagement
	practice	between the Board, Management and shareholders.
		At the 29 th AGM held on 13 March 2023, the Chairman encouraged the
		participation of shareholders and proxies. The Executive Directors were
		present provide clarifications, if any, to queries raised by the
		shareholders and proxies. The outcome of the 29 th AGM was
		announced to Bursa Securities on the same day after the conclusion of
		the AGM.
	Explanation for :	
	departure	
	·	
	Large companies are requ	ired to complete the columns below. Non-large companies are encouraged
	to complete the columns l	
		octow.
	Measure :	
	Timeframe :	
١		

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.					
•					
Application	•	Applied			
Explanation on	:	The 29th AGM was held on a virtual basis on 13 March 2023 and the			
application of the		Company had engaged Agmo Digital Solutions Sdn Bhd as Live			
practice		Streaming platform provider. The Directors, senior management and			
		shareholders were provided with the necessary infrastructure and tools			
		to interact, post questions and answers, and vote online.			
Explanation for	:				
departure					
Larae companies are red	nuir	red to complete the columns below. Non-large companies are encouraged			
to complete the columns below.					
Measure	:				
Timeframe					
Timellanie	•				

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

Practice 13.6

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

Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.		
Application	:	Applied
Explanation on application of the practice	:	The Minutes of General Meeting is published on the Company's corporate website pursuant to the Malaysian Code on Corporate Governance.
Explanation for departure	:	
		-
Large companies are i	requir	red to complete the columns below. Non-large companies are encouraged
to complete the columns below.		
Measure	:	
Timeframe	:	

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

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

Click or tap here to enter text.

.