CORPORATE GOVERNANCE REPORT

STOCK CODE	**:**	6602
COMPANY NAME	**:**	BCB Berhad
FINANCIAL YEAR	**:**	June 30, 2026

OUTLINE:

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

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PERSUANT TO CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA
Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	:	Applied
Explanation on application of the practice	:	The Board was actively strive and be collectively responsible to promote the success of the Group by directing and supervising its business and affairs. In addition to fulfilling its commitment for increased shareholder value, the Board also endeavour to uphold the interests of the Group's customers, employees, suppliers and the communities where it operates, but bearing in mind the circumstances and requirements for successful business. The Board has a formal schedule of matters reserved to itself for decisions, including the overall Group strategy and direction as well as significant financial matters. There is a clear division of responsibilities between the Chairman, Group Managing Director and Independent Non-Executive Directors. The duties, powers and functions of the Board are governed by the Constitution of the Company, the Companies Act 2016, and other regulatory guidelines and requirements that are in force. **Roles and Responsibilities** Having regard to its commitments, the Board directed and supervised the management of its business by fulfilling the following responsibilities:- 1. Ensure that the Group's goals are clearly established; 2. Reviewed and approved strategies, business plans and significant policies and to monitor its implementation and performance thereof; 3. Observed its legal and fiduciary obligations that affect the business by adopting performance appraisal measures;

	4. Ensure a competent management by establishing policies for strengthening the performance of the Group with a view to proactively build the business through innovation, initiative, technology, new products and the development of its business capital; 5. Evaluated whether the business is being properly managed, ensure the solvency of the Group and its ability to meet contractual obligations, and safeguard the Group's assets; 6. Ensure that the Group has appropriate business risk management framework and processes including adequate control environment, systems for compliance with applicable laws and regulations, and controls in areas of significant financial and business risks; 7. Established various Board Committees and ensure their effectiveness to address specific issues, by considering recommendations of the various Board Committees and acting on their reports; 8. Ensure that the statutory accounts of the Company and Group are fairly stated and otherwise conform to the relevant regulations including acceptable accounting policies that result in balanced and understandable financial statements; 9. Ensure that there is an appropriate succession plan for members of the Board and senior management; 10. Ensure that the Group adheres to high standards of ethics and corporate behaviour including transparency in the conduct of its business, and Directors are required to comply with the Directors' Code of Best Practice; and 11. Ensure that there is an appropriate investor relations and communications policy.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

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

Practice 1.2

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

Application	:	Applied
Explanation on application of the practice	:	The Chairman of the Board is Dato' Ismail Bin Karim, an Independent Non-Executive Director. The Chairman is primarily responsible for the leadership, effectiveness, conduct and governance of the Board. The responsibilities of the Chairman, amongst others, are as follows:- 1. Leading the Board in setting the values and ethical standards of the Company; 2. Chairing the Board Meetings and stimulating debates on issues and encouraging positive contributions from each Board Member; 3. Consulting with the Group Managing Director and Company Secretary in setting agenda for Board Meetings and ensuring that all relevant issues are on the agenda; 4. Maintaining a relationship of trust with and between the Executive and Non-Executive Directors; 5. Ensuring the provision of accurate, timely and clear information to Directors; 6. Ensuring effective communication with shareholders and relevant stakeholders; 7. Arranging evaluation of performance of Board Members, its Committees and individual Directors, including assessment of the independence of Independent Directors; 8. Facilitating effective contribution of Non-Executive Directors and ensuring constructive discussions at Board Meetings; 9. Ensuring that, in determining policy-related matters, the following are carried out:- • All directors are properly briefed on issues arising at Board Meetings; • There is sufficient time allowed for discussion on complex or contentious issues and where appropriate, arranging for informal meetings beforehand to enable thorough preparations; 10. Allowing every Board Resolution to be voted on and ensuring the will of the majority prevails; 11. Casting his votes in accordance with the prescribed Constitution of the Company;

	12. Together with the Group Managing Director, representing the Company and/or Group to external groups such as major shareholders, creditors, consumer groups, and other stakeholders; 13. Ensuring that all Board Members, upon taking up their office, are fully-briefed on the terms of their appointment, time commitment, duties and responsibilities, and the business of the Group; and 14. Acting as liaison between the Board and Management, and between the Board and the Group Managing director.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

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

Practice 1.3

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

Application	:	Applied	
Explanation on application of the practice	:	The positions of Chairman and Managing Director are held by two (2) different individuals. There is a clear division of responsibility between the Chairman and Managing Director to ensure a balance of power and authority. The principal duties of the Chairman are to conduct the meetings of the Board and shareholders and to facilitate constructive discussions at these meetings. The Managing Director is responsible for the day-to-day running of the businesses of the Group and to develop and implement strategies.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 1.4

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	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Chairman of the Board is a member of the Audit Committee ("AC") and Nomination & Remuneration Committee ("NRC") of the Company.	
		The Board is of the view that this departure does not impair the objectivity of the Chairman or the Board when deliberating on the observations and recommendations put forth by Board Committees as all the Independent Non-Executive Directors deliberate and discuss matters as a team.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:	Choose an item.	

Intended Outcome

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

Practice 1.5

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

Application	:	Applied	
Explanation on application of the practice	:	The Company Secretaries play an advisory role to the Board in relation to the Company's compliances to relevant regulatory requirements, guidelines and legislation and are capable of carrying out their duties efficiently to ensure the effective functioning of the Board. The Company Secretaries circulate relevant guidelines and updates on statutory and regulatory requirements from time to time for the Directors' reference. They also ensure that all Board and Board Committee meetings are properly convened, and that deliberations, proceedings and resolutions are properly minuted and documented.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 1.6

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	:	All Directors are provided with an agenda and board papers at least five (5) days prior to every Board meeting to enable the Directors to obtain further explanations or information, where and when necessary, in order to be properly briefed before the meeting.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

There is demarcation of responsibilities between the Board, Board Committees and management.

There is clarity in the authority of the Board, its Committees and individual Directors.

Practice 2.1

The Board has a Board Charter which is periodically reviewed and published on the Company's website. The Board Charter clearly identifies–

- the respective roles and responsibilities of the Board, Board Committees, individual Directors and management; and
- issues and decisions reserved for the Board.

Application :	Applied	
Explanation on application of the practice :	The Board Charter sets out the composition and balance, roles and responsibilities and processes of the Board and is 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 published on the Company's website at www.bcbbhd.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 :		

Intended Outcome

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

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

Practice 3.1

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Group's Codes of Conduct and Ethics govern the standards of conduct and behaviour expected from the Directors and the employees in all aspects of the Group's operations. To ensure its compliance with the Code of Conduct and Ethics, the Board and the Senior Management ensure that all level of officers are properly communicated and informed through emails, notice board or corporate website. The Code is published on the Company's website at www.bcbbhd.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	:		

Intended Outcome

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

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

Practice 3.2

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

Application	:	Applied	
Explanation on application of the practice	:	The Group has in place a Whistleblowing Policy that sets out avenues where legitimate concerns can be objectively investigated and addressed. Employees of the Group can raise concerns about illegal, unethical or questionable practices in confidence and without the risk of reprisal. The Whistleblowing Policy is published on the Company's website at www.bcbbhd.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	:		

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

Practice 4.1
The Board together with management takes responsibility for the governance of sustainability in the company including setting the Company's sustainability strategies, priorities and targets.

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Board, together with Management, is responsible for the governance of sustainability within the Group, including overseeing the development of the Group's sustainability strategies, priorities and targets. In discharging its responsibilities, the Board takes sustainability considerations into account in the development and implementation of the Group's strategies, business plans, major plans of action and risk management. The strategic management of material sustainability matters is driven by senior management, which is responsible for implementing the Group's sustainability initiatives and processes to identify, assess, manage, monitor and report material sustainability matters. Senior management also coordinates the implementation of sustainability action plans and monitors the Group's sustainability performance, with relevant matters reported to the Board for its oversight.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 4.2
The Board ensures that the company's sustainability strategies, priorities and targets as well as performance against these targets are communicated to its internal and external stakeholders.

Application	:	Applied
Explanation on application of the practice	:	The Board ensures that the Group's sustainability strategies, priorities, targets and performance against those targets are communicated to its internal and external stakeholders through appropriate communication channels. The Group communicates its sustainability-related matters through the Annual Report, including the Chairman's Statement, Management Discussion and Analysis and Sustainability Statement, as well as through other corporate disclosures and stakeholder engagement channels, where relevant. These disclosures provide information on the Group's sustainability priorities and initiatives, material sustainability risks and opportunities, relevant metrics and targets, and performance during the financial year. The Group also maintains ongoing engagement with its internal and external stakeholders, with relevant feedback taken into consideration in reviewing its material sustainability matters and priorities.
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 4.3
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 keeps itself abreast of sustainability developments and issues relevant to the Group's business, including climate-related risks and opportunities, through updates and discussions with Management and through the Directors' own efforts to remain informed of relevant developments. During the financial year, the Board continued to consider sustainability matters relevant to the Group's property development activities and operations, including emerging environmental and climate-related considerations, where relevant. The Board will continue to enhance its understanding of sustainability matters relevant to the Group through ongoing engagement with Management and continuous learning.	
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 4.4
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	:	The performance evaluation of the Board and senior management includes consideration of their respective roles and performance in addressing the Group's material sustainability risks and opportunities, having regard to the Group's overall business performance and their respective areas of responsibility. For the Board, the evaluation takes into account its effectiveness in overseeing the Group's strategy, key risks and long-term development. For senior management, performance is assessed having regard to the execution of the Group's business plans and projects, management of key risks and the responsibilities assigned to the relevant personnel. These assessments encompass, where relevant, matters arising from the Group's property development and other business activities, including market and demand conditions, project planning and execution, construction and cost management, regulatory and environmental compliance, health and safety, and future development opportunities.	
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.		
Application	:	Not Adopted
Explanation on adoption of the practice	:	The Board has not designated a single person within management to provide dedicated focus on the Group's sustainability matters. Sustainability is instead managed through the Group's existing governance structure, with oversight by the Board and collective management responsibility through senior management and the relevant sustainability committees. This structure supports the identification, assessment and monitoring of material sustainability-related risks and opportunities, the implementation of sustainability initiatives, and the integration of relevant sustainability considerations into the Group's business planning and operations. Significant sustainability matters are escalated to the Board, where appropriate, for its consideration and oversight.

Intended Outcome

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

Practice 5.1

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

Application	:	Applied
Explanation on application of the practice	:	The roles and functions of NRC includes regular review of the structure, size and composition (including mix of skills, knowledge, experiences, gender diversity and etc.) of the Board and to make recommendations to the Board for any changes required. The NRC has reviewed and conducted the assessment of the directors for appointment and re-election, and the tenure of directors on merit based, fit and proper and pursuant to the Listing Requirements and Malaysian Code on Corporate Governance. The terms of reference of the Nomination and Remuneration Committee is published on the Company's website at www.bcbbhd.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	:	

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.

<table>
<tr><td>Application :</td><td>Departure</td></tr>
<tr><td>Explanation on application of the practice :</td><td></td></tr>
<tr><td>Explanation for departure :</td><td>The Board currently has eight (8) members comprising five (5) Executive Directors and three (3) Independent Non-Executive Directors as follows:-

<table>
<tr><th>Name</th><th>Designation and Directorate</th></tr>
<tr><td>Dato’ Ismail Bin Karim</td><td>Chairman, Independent Non-Executive Director</td></tr>
<tr><td>Tan Sri Dato’ Tan Seng Leong</td><td>Group Managing Director</td></tr>
<tr><td>Ms Tan Lay Hiang</td><td>Executive Director</td></tr>
<tr><td>Ms Tan Lindy</td><td>Executive Director</td></tr>
<tr><td>Mr Tan Vin Sern</td><td>Executive Director</td></tr>
<tr><td>Mr Tan Kok Wee</td><td>Independent Non-Executive Director</td></tr>
<tr><td>Ms Law Lee Yen</td><td>Independent Non-Executive Director</td></tr>
<tr><td>Dato’ Sri Tan Vin Shyan</td><td>Executive Director</td></tr>
</table>

Although less than half of the Board are comprised of Independent Directors, Board decisions are able to be made objectively in the best interest of the Company given the fact that any Director who may be in the position of conflict of interest or having an interest in any transaction would abstain from deliberating and voting at Board meeting. In addition, the Board as a whole would also ensure that person(s) connected with the interested director would also abstain from deliberating and voting at board meeting.

The Board endeavour to apply the principles of the MCCG and would consider appointing more Independent Directors.</td></tr>
</table>

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 5.3
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) served beyond 9 years	
Explanation on application of the practice	:	None of the Independent Directors served beyond 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.		
Application	:	Not Adopted
Explanation on adoption of the practice	:	

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

Practice 5.5
Appointment of Board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

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

Application :	Applied	
Explanation on application of the practice :	The Company has established a Directors' Fit and Proper Policy which serves as a guide to the NRC and the Board in their review and assessment of the candidates that are to be appointed onto the Board and its subsidiaries as well as Directors who are seeking for re-election. Candidates for the appointment to the Board and Senior Management are selected after taking into consideration the mix of skills, experience and strength that would be relevant for the effective discharge of the Board's responsibilities. For appointment as Director, potential candidates are first evaluated by the NRC and, if recommended by the NRC, subsequently, by the Board based on their respective profiles as well as their character, integrity, professionalism, independence and their ability to commit sufficient time and energy to the Company's matters. Selection of candidates to be considered for appointment as Directors is facilitated through recommendations from the existing Directors, management, major shareholders or independent sources.	
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 5.6
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 :	Selection of candidates to be considered for appointment as Directors may be recommended by existing Directors, management and major shareholders. The Board is also open and may seek external independent sources to identify suitable qualified candidates. The Nomination Committee assesses the suitability of the candidates before recommending the candidates to the Board for appointment.	
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 5.7
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	:	Shareholders are kept informed on the Board's decision in respect of appointment of Director via announcements to Bursa Securities and/or issuing press releases. The details of Directors who are standing for re-election is set out in pages 38 to 41 of the Annual Report and statement accompanying notices of annual general meeting.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 5.8
The Nominating Committee is chaired by an Independent Director or the Senior Independent Director.

Application	:	Applied	
Explanation on application of the practice	:	The Nomination Committee is chaired by Ms. Law Lee Yen, who is an Independent Non-Executive Director.	
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 5.9
The Board comprises at least 30% women Directors.

Application	:	Applied	
Explanation on application of the practice	:	Currently, the Board consists of three (3) out of the eight (8) women Directors representing 37.5% of the Board composition.	
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 5.10
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	:	
Explanation for departure	:	There is no plan by the Board to implement a gender diversity policy or target, as the Board adheres to the practice of non-discrimination of any form, whether based on age, race, religion or gender, throughout the Group. This includes the selection of Board members and senior management. The Company believes in and provides equal opportunity to candidates with merit. Currently, the Board consists of three (3) out of the eight (8) women Directors representing 37.5% of the Board composition, while there are 43% female in the senior management composition. The Board is of the view that the suitability of a candidate for the Board and senior management is dependent on the candidate's competency skills, experience, expertise, character, time commitment, integrity and other qualities in meeting the needs of the Company, regardless of gender.
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

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

Practice 6.1
The Board should undertake a formal and objective annual evaluation to determine the effectiveness of the Board, its Committees and each individual Director. The Board should disclose how the assessment was carried out, its outcome, actions taken and how it has or will influence Board composition.

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

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.		
Application	:	Applied
Explanation on application of the practice	:	The NRC annually reviews the size and composition of the Board and the Board Committees in order to ensure the Board and the Board Committees have the requisite competencies and capacity to effectively oversee the overall business and carry out their respective responsibilities. The NRC uses the Board and Board Committee Evaluation Forms comprising questionnaires for the annual assessment. The effectiveness of the Board is assessed in the areas of the Board's responsibilities and composition, administration and conduct of meetings, communication and interaction with management and stakeholders and Board engagement.
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 level and composition of remuneration of Directors and senior management take into account the Company's desire to attract and retain the right talent in the Board and senior management to drive the Company's long-term objectives.

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

Practice 7.1

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

Application	:	Applied
Explanation on application of the practice	:	The NRC is responsible for implementing remuneration policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of Directors so as to ensure that the Company is able to attract and retain its Directors needed to run the Group successfully. The components of Directors' remuneration are structured so as to link rewards to corporate and individual performance in the case of Executive Directors. In the case of Non-Executive Directors, the level of remuneration reflects the experience and level of responsibilities undertaken by the individual Non-Executive Director concerned. In setting the basic salary for each Executive Director, the NRC takes into account the compensation practices of other companies and the performance of each individual director. Salaries are reviewed (although not necessarily increased) annually depending on the category of employment. Salaries are increased only where the Committee believes that adjustments are appropriate to reflect performance, increased responsibilities and/or market pressures. The Board determines fees payable to all Directors, subject to the approval of shareholders at each Annual General Meeting. The non-executive members of the Board receive a fixed base fee as consideration for their Board duties. The Company has established a formal Remuneration Policy and Procedures for Directors and Senior Management and is available at the Company's website at www.bcbbhd.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 :		

Intended Outcome

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

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

Practice 7.2

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Board has a NRC to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of Board and senior management. Terms of Reference of the NRC which deals with its authority and duties are disclosed on the Company's website at www.bcbbhd.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	:		

Intended Outcome

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

Practice 8.1

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

Application	:	Applied
Explanation on application of the practice	:	Detail disclosure on named basis for the remuneration of individual directors is set out in the Corporate Governance Overview Statement of Company's Annual Report. The remuneration breakdown of individual Directors includes fees, salaries, bonuses and other benefits.

No	Name	Directorate	Company ('000)								Group ('000)							
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Others	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Others	Total
1	Dato' Ismail Bin Karim	Independent Director	76.000	5.500	-	-	-	-	-	81.500	76.000	5.500	-	-	-	-	-	81.500
2	Tan Sri Dato' Tan Seng Leong	Executive Director	-	-	900.000	75.000	35.200	186.143	175.932	1,372.275	-	-	3,192.000	266.000	35.200	665.948	197.893	4,357.041
3	Tan Lay Hiang	Executive Director	-	-	268.800	22.400	5.300	56.721	2.688	355.909	-	-	388.800	32.400	5.300	82.813	31.976	541.289
4	Tan Lindy	Executive Director	-	-	180.000	15.000	28.000	38.443	2.519	263.962	-	-	688.800	57.400	28.000	148.601	7.607	930.408
5	Tan Vin Sern	Executive Director	-	-	180.000	15.000	28.000	38.443	10.070	271.513	-	-	688.800	57.400	28.000	151.281	14.679	940.160
6	Tan Kok Wee	Independent Director	48.000	5.500	-	-	-	-	-	53.500	48.000	5.500	-	-	-	-	-	53.500
7	Law Lee Yen	Independent Director	48.000	5.500	-	-	-	-	-	53.500	48.000	5.500	-	-	-	-	-	53.500
8	Dato' Sri Tan Vin Shyan	Executive Director	-	-	180.000	15.000	-	38.443	1.800	235.243	-	-	688.800	57.400	9.900	145.956	6.888	908.944
9	Input info here	Choose an item.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10	Input info here	Choose an item.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
11	Input info here	Choose an item.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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13	Input info here	Choose an item.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
14	Input info here	Choose an item.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
15	Input info here	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 8.2

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 Company has disclosed the remuneration of the top five (5) Senior Management personnel, who hold the positions of Group Managing Director and Executive Directors respectively, under Practice 8.1 of the Corporate Governance Report 2026 and in the Corporate Governance Overview Statement of the Company's Annual Report 2026. In the view of Board, the disclosure of the remuneration of Senior Management personnel who are not members of the Board on a named basis with specific remuneration components would not be the best interest of the Company due to confidentiality concerns.	
		The Board will ensure that the remuneration of the key senior management commensurate with their duties and responsibilities, the Company's performance and without excessive remuneration payouts.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

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

Practice 8.3 - Step Up
Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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

Intended Outcome
There is an effective and independent Audit Committee.

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

Practice 9.1
The Chairman of the Audit Committee is not the Chairman of the Board.

Application	:	Applied	
Explanation on application of the practice	:	The Audit Committee is chaired by Ms. Law Lee Yen whereas the Chairman of the Board is Dato' Ismail Bin Karim.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
There is an effective and independent Audit Committee.

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

Practice 9.2
The Audit Committee has a policy that requires a former partner of the external audit firm of the listed company to observe a cooling-off period of at least three years before being appointed as a member of the Audit Committee.

Application	:	Applied
Explanation on application of the practice	:	The Company has adopted the policy that requires a former key audit partner to observe a cooling-off period of at least three years before being appointed as a member of the Audit Committee. The policy is stated in the Terms of Reference of Audit Committee of the Company which is published on the Company's website at www.bcbbhd.com.my. None of the existing Independent Directors are former key audit partner of the Company and its subsidiaries.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome
There is an effective and independent Audit Committee.

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

Practice 9.3
The Audit Committee has policies and procedures to assess the suitability, objectivity and independence of the external auditor to safeguard the quality and reliability of audited financial statements.

Application	:	Applied
Explanation on application of the practice	:	The Board through the AC maintains a formal and transparent professional relationship with the External Auditors, Messrs. BDO PLT. The appointment of External Auditors is recommended by the AC. The AC reviews the performance, suitability, independence and objectivity of the External Auditors annually before recommending them for re-appointment at the Annual General Meeting. The AC also reviews the nature and fees of non-audit services provided by the External Auditors in assessing their independence. In accordance with the MIA By-Laws, BDO PLT rotates its engagement partner once every 7 years to ensure objectivity, independence and integrity of the audit opinions. The External Auditors also gave their assurance confirming their independence and objectivity throughout the conduct of the audit engagement and the internal processes undertaken by them to determine their independence.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome
There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up
The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted
Explanation on adoption of the practice	:	The AC members comprise solely of Independent Directors.

Intended Outcome
There is an effective and independent Audit Committee.

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

Practice 9.5
Collectively, the Audit Committee should possess a wide range of necessary skills to discharge its duties. All members should be financially literate, competent and are able to understand matters under the purview of the Audit Committee including the financial reporting process.

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

Application	:	Applied
Explanation on application of the practice	:	All the AC members are financially literate and are able to understand matters under the purview of the AC including financial reporting process. The Committee members possess the necessary qualification, knowledge, experience, expertise and skills which contributed to the overall effectiveness of the AC. Given the ever-changing financial reporting and corporate landscape, all members of the Board, including the AC members, undertake and will continue to pursue continuous professional development by attending relevant training programmes or seminars organised by relevant regulatory authorities and professional bodies from time to time. These programmes enable them to keep abreast of the latest developments in accounting and auditing standards, practices and regulations, as and when required, and to effectively discharge their duties and responsibilities.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

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

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

Practice 10.1
The Board should establish an effective risk management and internal control framework.

Application	:	Applied	
Explanation on application of the practice	:	The Board has established policies and procedures for the oversight and management of material business and financial risks as well as the monitoring of the internal controls that are in place. The risk management policy sets out procedures which are designed to identify, assess, evaluate, monitor and report the risk at each of the businesses of the Group. The risks covered in the procedures and reviewed by the internal audit group include operational, market (both business and finance risks), legal and credit risks. The Management and the Board also carry out a regular review of political, regulatory and economic risks in line with the Board's oversight of the strategic direction and position of the Group within the marketplace it operates.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

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

Practice 10.2
The Board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

Application	:	Applied	
Explanation on application of the practice	:	The Board, through the AC oversees the risk management matters of the Group. The committee sets objectives and identifies areas of risk management activities within the Group. It also ensures that proper risk management strategy / methodology is in place at all times. Business risks and mitigation strategies are disclosed in the Management Discussion and Analysis in the Annual Report 2026 of the Company, while the risk management and internal control framework are set in the Statement on Risk Management and Internal Control in the same Annual Report.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

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

Practice 10.3 - Step Up
The Board establishes a Risk Management Committee, which comprises a majority of Independent Directors, to oversee the company's risk management framework and policies.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome

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

Practice 11.1

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

Application	:	Applied	
Explanation on application of the practice	:	The Group's internal audit function is outsourced to a professional service firm, Axcelasia Sdn. Bhd. The internal auditors perform its functions with impartiality, proficiency and due professional care. It undertakes regular monitoring of the Group's key controls and procedures, which is an integral part of the Group's system of internal control. The internal audit reports are presented to the AC for its review and deliberation. The AC will be briefed on the progress made in respect of each recommendation, and of each corrective measure taken as recommended by the audit findings. The internal auditors report directly to the AC to ensure independency.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
Companies 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 internal audit function is outsourced to Axcelasia Sdn. Bhd. and the internal audit staff on the engagement are free from any relationships or conflicts of interest, which could impair their objectivity and independence. The number of staff deployed for the internal audit reviews ranges from one (1) to three (3) staff per visit. The engagement Executive Director is Mr. David Low. He has over 19 years of experience in internal & external audit, transformation and business process consultancy services. He holds the credentials of the following: - Certified Internal Auditor - Certified Lead Assessor of Anti-Bribery Management System - Fellow Member of the Association of Chartered Certified Accountants - Chartered Accountant of the Malaysian Institute of Accountants - Member of the Association of Certified Fraud Examiners. The internal audit reviews were conducted using a risk-based approach and was guided by Global Internal Audit Standards (GIAS).
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 12.1

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

Application	:	Applied	
Explanation on application of the practice	:	The Company recognises the importance of effective and timely communication with shareholders and investors to keep them informed of the Group's latest financial performance and material business/corporate matters affecting the Company. Such information is available to shareholders and investors through the Annual Reports, the various disclosures and announcements made to Bursa Malaysia Securities Berhad and the Company's website.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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	:	Not applicable as the Company is not categorised as "Large Company" as defined in the Malaysian Code on Corporate Governance.	
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 13.1
Notice for an Annual General Meeting should be given to the shareholders at least 28 days prior to the meeting.

Application	:	Applied	
Explanation on application of the practice	:	The notice for the 37th Annual General Meeting ("AGM") was provided to shareholders on 30 October 2025 whereas the AGM will be held on 4 December 2025, which is more than 28 days' notice.	
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 13.2
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	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	Ms. Tan Lay Hiang, Executive Director, was absent from the 37th Annual General Meeting ("37th AGM") held on 4 December 2025 as she was unwell. The remaining Directors of the Company, except for Ms. Tan Lay Hiang, attended the 37th AGM. During the question-and-answer ("Q&A") session of the 37th AGM, the Board and the Group Chief Financial Officer responded to all questions raised by the shareholders in relation to the agenda and resolutions tabled at the meeting prior to putting the resolutions to a vote. The Board and Management also presented the Group's responses to the written questions received from the Minority Shareholders Watch Group ("MSWG") at the 37th AGM. The minutes of the 37th AGM, together with the responses to the questions raised, were uploaded onto the Company's website within 30 business days from the date of the meeting.
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.

Application :	Applied	
Explanation on application of the practice :	The 37th AGM of the Company was physically held at Prime City Hotel, Venus Room, 6th Floor, 20, Jalan Bakawali, 86000 Kluang, Johor Darul Ta'zim. Leveraging on technology and taking into consideration the effectiveness and cost efficiencies, the Company has appointed a poll administrator which offers online registration as well as voting, including voting in absentia. At the last AGM, the poll administrator explained the procedures prior to the commencement of the voting session. The voting process will be conducted via electronic polling to further leverage on technological advancements.	
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 13.4
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.			
Application	:	Applied	
Explanation on application of the practice	:	The Chairman has successfully created a meaningful engagement with the Board, Senior Management and Shareholders throughout the 37th AGM. The Shareholders were welcomed to pose questions to the Board and Senior Management relating to the AGM matters. The Board endeavours to provide clear and meaningful responses to questions posed to them by shareholders at the AGM.	
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 13.5
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	:	Not applicable – only physical general meetings were conducted in the financial year
Explanation on application of the practice	:	
Explanation for departure	:	The 37th AGM of the Company was held physically at Prime City Hotel, Venus Room, 6th Floor, 20, Jalan Bakawali, 86000 Kluang, Johor Darul Ta'zim. This venue is easily accessible for the shareholders of the Company. The Company has less than 2,500 shareholders. As such, while all practical efforts are taken to ensure that shareholders' ability to participate at general meetings, considering that cost involved, it is not economically justifiable to enable voting in absentia or remote shareholders' participation at general meetings. Nonetheless, with the advent of technology, the appointed proxies may communicate with shareholders instantaneously on matters deliberated at all general meetings.
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

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

Practice 13.6
Minutes of the general meeting should be circulated to shareholders no later than 30 business days after the general meeting.

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	:	Minutes of the 37th AGM have been made available to shareholders within 30 business days after the AGM on its website at www.bcbbhd.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	:		

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

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

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