

CORPORATE GOVERNANCE REPORT

STOCK CODE : 6399
COMPANY NAME : ASTRO MALAYSIA HOLDINGS BERHAD
FINANCIAL YEAR : January 31, 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 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	:	<p><u>Our Board’s Role</u></p> <p>(i) The Board of Directors (“Board”) of Astro Malaysia Holdings Berhad (“AMH” or “Astro” or “Company”) is committed to upholding the highest principles of stewardship in overseeing and guiding the business affairs of the Astro group of companies (“Group”). In fulfilling this stewardship responsibility, our Board acts in accordance with AMH’s Constitution, Companies Act 2016 (“Act”), Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“MMLR”), and other applicable laws and regulations.</p> <p>(ii) Management is steered and guided by our Board towards the pursuit of our corporate objectives by formulating strategies to build a sustainable business and deliver long-term value to shareholders. In doing so, our Board ensures strategies align with Astro’s vision of becoming Malaysia’s No. 1 Entertainment Destination through compelling content, products and experience powered by refreshed technology and a winning team.</p> <p>(iii) Our Board, through the leadership of our Group Chief Executive Officer (“GCEO”) who was appointed to manage our Group’s day-to-day business affairs, continuously nurtures an organisational culture underpinned by our core values- Creativity, Inclusivity and Accountability. These values consistently guide Team Astro in managing stakeholder relationships.</p> <p><u>Commitment to Corporate Governance (“CG”)</u></p> <p>(iv) We are guided by the Malaysian Code on Corporate Governance 2021 (“MCCG”) and FTSE Russell Environment, Social and Governance (“ESG”) criteria, among others, to benchmark our CG aspirations against local and global comparable companies.</p> <p>(v) To achieve our CG aspirations, a robust CG framework is in place, setting out the structure, policies and procedures to</p>

	<p>ensure compliance with all applicable legal and regulatory requirements, and to uphold exemplary CG principles and best practices. Astro was recently placed among the Top 50 public listed companies (out of 847) under the Minority Shareholders Watchdog Group (“MSWG”)’s National CG & Sustainability Award (“NACGSA”) 2025, under the category of Overall Excellence Award.</p> <p>(vi) We have been retained as a member of the FTSE4Good Bursa Malaysia index since inception of the same and in the recent December 2025 review, we remain among the Top 1% of media companies globally per 2024. We won the Gold Award in the Telecommunications and Media category in The Edge ESG Awards 2025 based on FTSE Russell’s methodology.</p> <p>(vii) Astro’s CG framework is illustrated on page 115 of our Integrated Annual Report 2026 (“IAR2026”). In essence, our Board serves as the highest governing body, which is ultimately responsible for Astro’s strategic direction and long-term sustainability, whilst ensuring that the interests of all stakeholders are adequately protected. In discharging its responsibilities, our Board is assisted by three Board committees, namely the Audit and Risk Committee (“ARC”), the Nomination, Remuneration and Corporate Governance Committee (“NRCGC”) and the Strategy and Business Transformation Committee (“SBTC”). Our Board maintains oversight over Management, which is led by our GCEO who reports directly to our Board. The roles and responsibilities of our Board and Board committees are set out in their respective Board and Board committee charters, which are accessible on our corporate website corporate.astro.com.my/esg/governance or by scanning this QR code.</p>  <p>During the financial year under review, our Board, after careful consideration, decided to place SBTC meetings in abeyance. This approach has enabled our Board, as a collective unit, to provide direct input and exercise closer oversight of critical strategic and transformation initiatives.</p> <p>(viii) The ESG Assurance Management Committee (“ESG AMC”) spearheads Astro’s sustainability initiatives. Reporting to our GCEO, it is tasked with the responsibility for implementing Astro’s ESG strategy and Climate Roadmap, monitoring performance against sustainability targets and reviewing the sustainability framework, amongst others.</p>
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	<p>(ix) Our CG framework is reviewed annually by NRCGC to ensure that it is optimal, and supports the achievement of Astro’s business objectives whilst promoting efficient decision-making, accountability and good governance.</p> <p>(x) To augment oversight on our core TV business under MEASAT Broadcast Network Systems Sdn Bhd (“MBNS”), a Director of AMH serves on MBNS’ Board to facilitate a better alignment and execution of key strategies at the operating entity level.</p> <p><u>Our Board’s Principal Responsibilities</u></p> <p>(xi) To drive Astro’s long-term success, our Board has defined eight principal responsibilities, which are set out in the Board Charter and explained on page 116 of the CG Overview of IAR2026.</p> <p>(xii) As part of our Board’s oversight responsibilities, a list of key and critical matters that require Board approval is in place. The list of Board reserved matters, which is set out in the Board Charter, is reviewed annually, with the most recent review completed in December 2025.</p> <p>(xiii) The adoption of our Group’s long term strategic plans and annual budget are Board reserved matters, among others. Our strategic business plans and budget undergo a rigorous evaluation and validation process by our Board and Management to ensure their viability and alignment with Astro’s vision. Strategies and plans are carefully and extensively debated at the quarterly Board meetings and during the annual Board strategy offsite meeting.</p> <p><u>Board Meeting and Key Agenda</u></p> <p>(xiv) Total number of Board and Board committee meetings held during the financial year ended 31 January 2026 (“FY26”) are set out below:-</p> <ul style="list-style-type: none"> ▪ Six Board meetings ▪ 10 Board committee meetings ▪ One Board strategy offsite. <p>(xv) The annual Board strategy offsite was held in November 2025, attended by all Directors and the senior leadership team (“SLT”). The 2-day offsite entailed robust discussions on our Group’s strategic business models and plans, opportunities and gaps and the key performance targets for the next three financial years. External speakers shared valuable insights on the macroeconomic trends for media companies including opportunities and challenges. The discourse between our Board and Management set the tone for the finalisation of our Group’s 3-year strategic plans and budget for the next financial year ending 31 January 2027</p>
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	<p>(“FY27”), which were subsequently granted Board approval prior to the commencement of the new financial year.</p> <p>(xvi) All Board and Board committee meetings were attended by our GCEO and relevant SLT members namely, Group Chief Financial Officer (“GCFO”), Chief People Officer, Chief Sales and Marketing Officer, Chief Content Officer and where required, the key business segment heads who presented their progress updates / proposals.</p> <p>(xvii) Key areas of focus reviewed by our Board and Board committees were in respect of Strategy & Business, Financial, Nomination, Remuneration & Governance, and Risk, Internal Control & Compliance matters, a summary of which is set out on page 126 of IAR2026.</p> <p>(xviii) There is a structured process for setting the agenda and timelines for each meeting, which has enabled key matters to be raised for deliberations and a timely distribution of information. The draft agenda is prepared by our Company Secretary, taking into consideration the past matters arising, routine agenda items and additional proposals suggested by Directors, GCEO and SLT. The draft is then reviewed by our GCEO and where appropriate, GCFO and Chief People Officer in respect of finance, and nomination and remuneration-related matters, respectively, prior to consultation with the respective Board and Board committee chairpersons.</p> <p><u>Review of Management Performance</u></p> <p>(xix) Corporate key performance indicators (“KPIs”) and targets are derived from the annual Corporate Scorecard (“Corporate Scorecard”) that is approved by our Board. It is a tool that enables progress to be tracked, drives accountability and aligns the organisation towards corporate goals and objectives.</p> <p>(xx) FY26 Corporate Scorecard was developed by Management and reviewed by NRCGC prior to Board approval being obtained. Management reported progress against these KPIs and targets through a monthly dashboard report and at the quarterly Board meetings.</p> <p>(xxi) Performance of our GCEO and key senior management are measured based on the approved Corporate Scorecard and their personal achievements. The FY26 Corporate Scorecard encompassed the following KPIs:-</p> <ul style="list-style-type: none"> ▪ Financials indicators (revenue, profit after tax and minority interests and free cash flow) ▪ Non-Financial indicators (customer, sustainability, people including leading growth indicators, employee engagement metrics and ESG targets).
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	<p>(xxii) Each KPI is given an appropriate weightage to drive the desired corporate outcomes, and the metrics are thereafter cascaded from our GCEO to SLT to ensure alignment and the pursuit of common goals.</p> <p>(xxiii) In line with Astro’s aspiration to achieve carbon neutrality by 2040 and net zero by 2050, targets for a reduction in overall greenhouse gas (“GHG”) emission and an increase in total waste diverted from disposal year-on-year are embedded in the annual Corporate Scorecard. This is in addition to measures from social and governance perspectives namely, Voice for Good (VFG) content creation hours and public service announcements (PSA) as well as in relation to cybersecurity and data protection.</p> <p>(xxiv) Based on our Group’s performance against the approved FY26 Scorecard, the annual performance bonus (“PB”) and merit increment (“MI”) proposals for our employees including GCEO and GCFO were tabled for NRCGC review and ultimately, Board approval (as these are Board reserved matters). Various factors were weighed to determine the final PB and MI pool, which included company performance, financials / affordability, key achievements and challenges. PB and MI were also benchmarked with movements in the consumer price index and average payout by comparable companies.</p> <p>(xxv) Key senior management was appraised by our GCEO taking into consideration their KPIs and achievements, with a peer review carried out for enhanced feedback. In respect of FY26, a 360° assessment of our GCEO, GCFO, and Chief Sales and Marketing Officer’s performance was also completed by our Board and ELT members. NRCGC reviewed key senior management’s performance to ensure a fair compensation and reported to our Board.</p> <p>(xxvi) GCEO and GCFO’s performance were reviewed by NRCGC, and their PB and MI were recommended to our Board for approval. In compliance with Paragraph 2.20A of the MMLR, our Board is satisfied that our GCEO, Mr. Euan Daryl Smith (“Euan Smith”) and GCFO, Dr. Grace Lee Hwee Ling, possess the requisite competencies for their respective responsibilities, and have demonstrated character, experience, integrity and commitment of time to effectively discharge their roles.</p> <p><u>Our Board Policies and Procedures</u></p> <p>(xxvii) Astro’s CG framework on page 115 of IAR2026 is defined by various policies, procedures and guidelines for the purposes of safeguarding assets and instilling an organisational culture of honesty and integrity. These policies, which are regularly</p>
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	<p>updated, are accessible on the corporate website corporate.astro.com.my/esg/governance and corporate.astro.com.my/esg/policies:-</p> <ul style="list-style-type: none"> (a) Code of Business Ethics (“CoBE”) which covers Gifts & Hospitality and Conflict of Interest (“COI”) policies (b) Whistleblowing Policies and Procedures (“WPP”) (c) Anti-Bribery and Corruption Policy (d) COI Policy (e) Diversity, Equity and Inclusion Statement (f) Occupational, Safety, Health and Environment Policy. <p>(xxviii) In FY26, our ARC examined the disclosures from Directors and key senior management in relation to interests that may be potentially in conflict, and is satisfied that where required, corrective or mitigating measures are in place to prevent loss/impact. Control measures to address and mitigate, if not eliminate, risks which have been implemented include the following:-</p> <ul style="list-style-type: none"> (a) Disclosure requirements, including an annual self-declaration (b) Abstention from discussions and decision-making, including withholding information to preserve confidentiality as our Board deems necessary (c) Review by ARC on the extent of conflict, if any and adequacy of control / mitigation measures (d) Regular reminders to Directors and Management on their disclosure obligations, including reminders at the commencement of meetings (e) Periodic acknowledgements of Director’s duty of confidentiality and reminders on the confidentiality undertaking in their letter of appointment. <p><u>Stakeholder Management</u></p> <p>(xxix) Investor relations (“IR”) activities are planned ahead for each calendar year to ensure continuous engagement with the investment community and analysts. Please refer to page 136 of IAR2026 for a more detailed write-up.</p> <p>(xxx) In FY26, 15 engagements were conducted, which provided deeper insights and context to analysts and institutional investors regarding our strategy, financial performance, ESG initiatives, and outlook to aid their investment analysis and decisions.</p> <p>(xxxi) Our GCEO, GCFO and SLT led the quarterly earnings video conferences to brief on key developments and field questions about our businesses. We regularly refreshed the corporate website, corporate.astro.com.my and social media accounts, and where appropriate, issued press releases and held press conferences to inform the public and media of the latest Group developments.</p>
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	(xxxii) For further details on how we engaged with our stakeholders, please refer to pages 58 to 60 of IAR2026.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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	:	<p>(i) YAM Tunku Ali Redhauddin Ibni Tuanku Muhriz ("TAR") was appointed as the Chairman of our Board on 23 June 2022 and his last re-election was at the 13th Annual General Meeting ("AGM") on 18 June 2025 pursuant to Rule 126 of AMH's Constitution. TAR is an independent non-executive Director ("INED") in accordance with the Board Charter and his profile is set out on page 103 of IAR2026.</p> <p>(ii) The Board Charter sets out the role and responsibilities of our Board Chairman, whose primary responsibility is to ensure Board effectiveness. A summary of his key responsibilities is set out below and on page 123 of IAR 2026:-</p> <p>(a) Overall working of our Board including the balance of its membership and effectiveness</p> <p>(b) Chairing Board and shareholders' meetings, ensuring that all Directors are given equal opportunity to raise and voice their views as well as receive timely and relevant information required to discharge their responsibilities</p> <p>(c) Ensuring that newly appointed Directors are aware of their responsibilities, and develop a good understanding of our Group's business operations through a tailored induction programme.</p> <p>(iii) The agenda for Board meetings is determined by our Board Chairman upon consultation with our GCEO, GCFO and Company Secretary to ensure that key matters are brought up for discussions and sufficient time is allocated. During FY26, pre-Board sessions were held to brief our Board Chairman on the key agenda items, in particular matters requiring Board approval and key issues.</p> <p>(iv) Our Board Chairman chaired all six Board meetings conducted in FY26 and at the annual Board strategy offsite in November 2025, TAR led the discussions with fellow Board members, GCEO and SLT on Astro's strategic direction and transformation journey.</p> <p>(v) TAR is our designated Board nominee for the oversight of climate governance, as recommended under the FTSE Russell ESG criteria. This facilitates direct communication between our Board and ESG AMC in respect of sustainability matters in a more focused and expeditious manner.</p>

	(vi) In respect of leadership and effectiveness, our Board Chairman’s performance is evaluated annually through a self and peer assessment under the annual Board Effectiveness Evaluation (“BEE”). Based on the FY26 BEE, TAR was commended by his fellow Directors for excellent leadership qualities and deep engagement in Board discussions, and fostering constructive dialogues with Management by creating an environment that encouraged open, robust discussions and free expression of diverse views.
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

Intended Outcome

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	:	<p>(i) The separation of roles and responsibilities between our Board Chairman and GCEO is embedded in the Board Charter to avoid concentration of power in a particular individual, thus acting as a check and balance. The separate roles and responsibilities of our Board Chairman and GCEO are summarised on Page 123 of IAR 2026.</p> <p>(ii) In addition, our Board Chairman must be a non-executive Director, to act as a more effective check and balance on Management’s activities.</p> <p>(iii) TAR is our Board Chairman since June 2022. Euan Smith was appointed as GCEO in February 2023. Their role and responsibilities are summarised below:- (a) TAR as Board Chairman is primarily responsible for ensuring Board effectiveness and providing leadership (b) Euan Smith as GCEO has overall responsibility over the development and implementation of approved business and corporate strategies, overall Management responsibility, and organisational efficiencies and effectiveness.</p> <p>(iv) The decision-making framework and delegation of authority by our Board to GCEO for the day-to-day management of our Group are contained in the Management’s Limits of Authority (“LOA”), which is reviewed by our Board from time to time. Generally, any matters falling outside the LOA requires Board approval.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.4

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

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>	
Application	: Applied
Explanation on application of the practice	: Our Board Chairman is not a member of ARC , and he did not attend any ARC meetings by invitation.
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

Intended Outcome

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	<p>(i) Our Board is supported by Ms. Liew Wei Yee Sharon as our Group's Company Secretary. She has over 28 years' experience in the corporate secretarial field, and is a licensed secretary with a valid practising certificate approved by the Companies Commission of Malaysia. She holds a Bachelor of Laws (Hons) from the University of London, and was issued the Certificate of Legal Practice by the Legal Profession Qualifying Board, Malaysia.</p> <p>(ii) The office of the Company Secretary is embedded in the Board Charter. Our Directors have access to and support of the Company Secretary, whose role and responsibilities include:-</p> <ul style="list-style-type: none">(a) Providing support to our Board in discharging their fiduciary duties as Directors, and advising our Board and Management on compliance with the MMLR, Act, other relevant laws and regulations as well as CG best practices(b) Efficient administration of our Group entities, particularly with regards to compliance with their constitutions as well as statutory and regulatory requirements(c) Planning and organising Board, Board committee and shareholder meetings, preparing the minutes of such meetings and written resolutions, and ensuring that matters arising are properly addressed in a timely manner(d) Monitoring compliance with Board policies and procedures, including review of the Board and Board committee charters, Directors' Code of Conduct and Ethics, Policy on Related Party Transactions ("RPT"), and COI Policy(e) Acting as the conduit between Directors and Management to ensure a proper and effective communication, and timely distribution of information(f) Conducting induction programmes for new Directors and ensuring that a continuing education programme is in place for all Directors(g) Facilitating the annual BEE, and evaluation of the Corporate Assurance ("CA") function as well as the external auditor(h) Coordinating and preparing the Circular to Shareholders in relation to recurrent RPTs.

	<p>(iii) The Company Secretary plays a key role in promoting and upholding high CG standards across our Group by advocating and formulating policies in relation to CG best practices. She attends training regularly to keep abreast of changes in the legal and regulatory landscape as well as the latest CG developments to effectively discharge her responsibilities. She is a key working group member of the ESG AMC in monitoring and implementing of the ESG strategy and Climate Roadmap.</p> <p>(iv) The Company Secretary reports to our Board Chairman and administratively to our GCEO, both of whom are responsible for evaluating her performance annually.</p>
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

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	:	<p>(i) Meeting materials were circulated electronically and instantaneously, with the necessary safeguards to ensure the confidentiality of sensitive information.</p> <p>(ii) The preparation of meeting materials commenced well ahead of the meetings, with the setting of the meeting agenda. The agenda items were determined through review and consultation between the Company Secretary and our Board / Board committee Chairman, GCEO, and where appropriate, GCFO and Chief People Officer. The agenda items were determined in accordance with the scope of responsibilities of our Board / Board committees, comprehensively covering areas such as strategy and business, financials, transactions, sustainability, risk management, internal control and compliance as well as CG matters. Additional agenda items requested by our Directors and SLT were tracked by the Company Secretary and brought up for discussion.</p> <p>(iii) Management was notified of the agenda items and submission deadlines by the Company Secretary to facilitate timely delivery of the meeting materials. As general rule, the notice of meeting and meeting materials are issued and distributed at least five business days before each meeting.</p> <p>(iv) Our GCEO and GCFO reviewed all meeting materials prior to submission, including identifying any other matters required or appropriate to be escalated. Management proposals and presentation decks provide succinct, yet comprehensive and accurate information to enable our Directors to make informed decisions and judgements. Our GCEO, selected SLT members and where appropriate, external consultants were invited to present and addressed queries from Directors.</p> <p>(v) Any proposal to our Board and Board committees adheres to a standard template setting out all key information, including an executive summary, salient terms and key issues, risk assessments on financial, legal and regulatory risks, as well as the decisions required from our Board or Board committees.</p> <p>(vi) Minutes of Board and Board committee meetings as well as the AGM held in FY26 were recorded by the Company Secretary. Minutes are comprehensively drafted, setting out the key</p>

	<p>issues, deliberations and decisions, including any dissenting votes and abstention. A summary of decisions and action items was issued after each meeting, and the draft minutes were tabled for confirmation at the next Board or Board committee meeting, as the case may be. Matters arising from previous meetings will be assigned to specific individuals, and continuously tracked and reported by the Company Secretary until completion.</p> <p>(vii) To enable alignment and sharing of key information, our Board receives the minutes of Board committee meetings for the purposes of notation, in addition to a quarterly report by the respective Board committee Chairpersons.</p>	
<p>Explanation for departure</p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure</p>		
<p>Timeframe</p>		

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	:	<p>(i) The Board Charter is the primary reference on our Board and Board committees' powers and responsibilities, outlining how powers are exercised and duties are discharged, having regard to our Company's Constitution, Act, MMLR and other applicable laws, and CG best practices.</p> <p>(ii) The Board Charter, which is reviewed annually with the last review completed in December 2025, contains the following provisions to guide our Board's conduct:-</p> <p>(a) Board's principal responsibilities</p> <p>(b) Role descriptions and responsibilities of our Board Chairman, individual Directors including INEDs and Senior INED, and GCEO/Management</p> <p>(c) Division of responsibilities between our Board Chairman and GCEO to ensure balance of powers and authority that is fundamental to governance</p> <p>(d) Board reserved matters, i.e. matters requiring Board approval including:-</p> <ul style="list-style-type: none">• Group strategic plan and budget• Unaudited quarterly financial results and audited financial statements• Declaration of dividends and acceptance of banking facilities• Investments and transactions in excess of LOA, including related party transactions• Appointment, removal and remuneration of GCEO, GCFO, Company Secretary and Head of CA. <p>(e) Code of conduct, dealings in securities and COI as well as the Anti-Bribery and Corruption Policy.</p>

	<p>(iii) Specific responsibilities and powers have been delegated to ARC, NRCGC and SBTC in accordance with their respective Charters. The Board committee charters are reviewed annually and accessible on the corporate website corporate.astro.com.my/esg/governance or by scanning this QR code.</p>  <p>(iv) Day-to-day management of our businesses has been delegated to our GCEO within the approved LOA. The LOA, which is reviewed by the Group Risk Management (“GRM”) team and audited by CA on a regular basis, outlines the decision-making authority of our GCEO and the delegation of authority to our GCEO and SLT up to pre-determined financial thresholds in respect of the following areas, inter alia:-</p> <ul style="list-style-type: none"> (a) Operational and capital expenditure (b) Execution of contracts (c) Procurement (d) Litigation (e) Human capital. <p>(v) Board approvals are sought for matters beyond the LOA and matters specifically reserved for our Board, more specifically set out in the Board Charter. Matters beyond the LOA include changes to our Board composition, Director and GCEO / GCFO remuneration, dividends, material contracts and RPTs.</p>
<p>Explanation for departure</p>	<p>:</p>
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p>Measure</p>	<p>:</p>
<p>Timeframe</p>	<p>:</p>

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
<p>Explanation on application of the practice</p>	<p>(i) Astro's CoBE outlines the principles and best practices to be applied by our Directors, Management and employees when dealing with our stakeholders. Fairness and impartiality as well as compliance with laws and regulations are upheld in our business conduct and relationships. The CoBE is published on the internal portal for Team Astro's reference and accessible to the public on the corporate website corporate.astro.com.my/esg/governance or by scanning this QR code.</p>  <p>(ii) CoBE regulates, amongst others, the use of company information, assets and intellectual property rights by our employees. It contains, inter alia, the guiding principles relating to the giving and receiving of business courtesies, prevention of corruption, COI, insider trading and restrictions on political involvement. The CoBE is reviewed periodically with the most recent updates rolled out to employees in December 2023. As part of its ongoing review, CA reviews and monitors compliance with the CoBE and reports its findings to ARC, if required.</p> <p>(iii) As part of the annual compliance and ethics awareness, Astro employees completed five modules testing their knowledge of the CoBE, information classification and protection (ICP), personal data protection (PDPA), occupational safety, health and environment (OSHE) and responsible broadcasting and content creation. For FY26, all Astro employees have completed and passed the assessment.</p> <p>(iv) The Astro Anti-Corruption Framework ("AACF") was adopted by our Board in 2020. Comprehensive measures have been taken to safeguard our Group from bribery risks and regulatory non-compliances, including the Third-Party Code of Business Ethics and enhanced vendor due diligence. All Directors, employees</p>

	<p>and business associates were required to complete an Integrity Pledge to uphold ethical standards and behaviour, unless exemptions were granted.</p> <p>(v) Astro employees are required to complete an annual declaration of interest, which involves disclosing any external employment or business activities, as well as any business interactions with Astro involving their family members. The declaration process is in line with the guidelines set forth in the CoBE.</p> <p>(vi) As part of our Group governance framework, the Code of Conduct and Ethics for Directors provides guidance to Directors of our Group on their fiduciary duties under the Act. A Director shall at all times:-</p> <p>(a) exercise his powers in accordance with the Act, company constitution and the applicable rules and regulations, and act for a proper purpose and in good faith in the best interests of our Group</p> <p>(b) abide by and conform to the codes of conduct relating to compliance, COI, stewardship responsibilities, duty to act in the best interests of our Group, maintenance of proper records and accounts, confidentiality and good governance</p> <p>(c) disclose their interests (comprising directorship and shareholding interests) at every quarterly Board meeting, in accordance with Section 221(1) of the Act. In addition, where a Director is deemed interested in any proposal or related party transaction, he/she shall declare his/her interest and abstain from deliberation and voting in accordance with the Policy on RPTs. A nominee Director who is appointed by a substantial shareholder of our Company shall abstain from any proposals involving the interest of his nominator.</p> <p>(vii) Directors and employees have a duty to avoid COI, whether arising directly or indirectly. As there are various situations where a conflict may reasonably and potentially arise, they should err on the side of caution and take the necessary steps to disclose and refrain from participating in the discussions and decision. As part of conflicts monitoring, external directorships and shareholding interests held by Directors and any changes thereto are tabled at each quarterly Board meeting.</p> <p>(viii) Under the COI Policy, our Directors and key senior management submitted a self-declaration upon their appointment, and annually thereafter. Declarations received were duly recorded and reviewed by ARC.</p>
<p>Explanation for departure</p>	<p>:</p>

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	:	<p>(i) As part of our Group's commitment to effective risk management and high standards of governance and accountability, our Board has established the WPP to enable whistleblowers to raise concerns on any improper conduct or violation of our Group's values and principles by employees and third parties without fear of reprisal.</p> <p>(ii) The Whistleblowing Line is managed independently by the Head of CA, who is responsible for the investigation and reporting of disclosures received. All disclosures received from employees or external parties via the Whistleblowing Line are thoroughly investigated, and the findings and recommendations were reported to the Chairman of ARC and/or our GCEO on quarterly basis, or more frequently if needed. Where the matter relates to non-compliance with the AACF, the disclosure is forwarded to the Compliance and Human Capital team to ensure appropriate actions are taken. In the event a disclosure relates to our ARC Chairman or Vice President, CA, the matter will be escalated to our Board Chairman and GCEO.</p> <p>(iii) Employees who report any incidences are protected in accordance with the Whistleblower Protection Act 2010 from any retaliatory actions for voluntarily disclosing information about dishonest or unlawful activities occurring at the workplace.</p> <p>(iv) ARC is furnished with regular updates on whistleblowing incidents. During the financial year under review, serious actions were taken against the wrongdoers, including the issuance of warning letters or dismissal and lodgement of reports to the police and regulatory bodies where necessary.</p> <p>(v) The WPP is reviewed by the CA and ARC periodically to ensure its effectiveness. The last review was performed in December 2025 to enhance confidence among whistleblowers regarding its integrity and reliability. The WPP is accessible on the</p>

	corporate website corporate.astro.com.my/esg/governance or by scanning this QR code. 	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.1

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	:	<ul style="list-style-type: none"> (i) One of our Board’s principal responsibilities is the promotion of sustainability and long-term value creation, by embedding economic and ESG factors in our Group’s strategies and addressing sustainability risks and opportunities. (ii) Our Board is ultimately responsible for the oversight of Astro’s ESG strategy including the Climate Roadmap, which are aligned with Astro’s strategic objectives. 3-year ESG targets for the financial year ended 31 January 2024 (“FY24”) to FY26 were approved by our Board and regularly monitored. In addition, ARC reviewed our disclosures in the IAR2026 on ESG and key sustainability risks which included cyber risks, sustainability and climate-related risks. (iii) Astro’s ESG governance structure was established in 2021. Our Board is supported by the ESG AMC chaired by our GCEO. ESG AMC meetings are attended by our GCEO, SLT and key business representatives on a regular basis, to review the progress of the implementation of Astro’s ESG plans. Progress is reported to our Board bi-annually. (iv) Astro’s materiality matrix was refreshed based on a full-scale materiality assessment conducted in the financial year ended 31 January 2023. Matters that are material to Astro, external and internal stakeholders were mapped and prioritised into five key pillars, namely Responsible Business, Caring for the Environment, Voice for Good, Education for All and Community Development. In FY26, these matters were reviewed by senior management representing key stakeholders, which concluded that all 13 material matters remain aligned with Astro’s Strategic Drivers and the top five high-priority material matters remained unchanged from FY25. For details, please refer to pages 61 to 63 of IAR2026.

	<p>(v) In striving to be a responsible business, Astro adheres to CG best practices by reference to the MCCG and FTSE4Good, where relevant to our Group’s specific circumstances. Our ‘Governance’ pillar includes cyber security, data privacy and anti-bribery. Cyber security and data privacy are protected by a robust cyber security framework that is certified by SIRIM annually, and led by the Chief Technology Officer and Head, Information Technology (“IT”) Security (whose responsibilities encompass cyber security and IT assets protection). The AACF was rolled out in 2020, and it is monitored by the Compliance team on an operational level and reported to our GCEO and ARC on a quarterly basis. For more details, please refer to pages 85 to 86 of IAR2026.</p> <p>(vi) As a media organisation, Astro has a large social footprint due to our ability to engage communities across Malaysia, and a relatively smaller environmental footprint compared to many industries. We recognise our unique responsibility as the nation’s leading media and content platform to deliver impactful messaging to influence and drive positivity in the community. Through our VFG initiative, 6,000 hours of PSA and more than 7,000 hours of ESG-related content were broadcast over our platforms in FY26, and we intend to invest more in this coming year.</p> <p>(vii) On the Environment front, Astro had set an ambition to be carbon neutral by 2040 and developed a Climate Roadmap with specific milestones and timelines to guide our businesses in decarbonising and reducing carbon emissions going forward. In addition, Astro uses our platform as a VFG to raise awareness about environment protection through initiatives and partnerships.</p> <p>(viii) Since March 2025, Astro has started actively pursuing Net Zero 2050. This commitment aligns with the United Nations Sustainable Development Goals (“UNSDG”) on climate change and supports Malaysia's journey towards a low-carbon, climate-resilient future. Astro supports partner organisations like the United Nations Global Compact Network Malaysia – Brunei (“UNGCMYB”), WWF-Malaysia, Global Environment Centre and others, in its ESG aspirations and give sustainability the attention it rightly deserves amongst Malaysians.</p> <p>(ix) On the Social front, Astro advocates for equal access to education for all, promote personal development and leadership through sports, and ensure a safe, healthy and equitable working environment for all Astro employees.</p> <p>(x) Given the multitude of sustainability frameworks currently available, Astro draws reference from Bursa Malaysia Securities Berhad (“Bursa Malaysia”)’s Sustainability Reporting Guide and</p>
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	where relevant, UNSDG and Global Reporting Initiative (“GRI”) to enhance our ESG practices and disclosures.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.2

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

Application	:	Applied
Explanation on application of the practice	:	<p>(i) 3-year ESG targets for FY24 to FY26 were reviewed and approved by our Board in March 2023. To ensure continuous oversight, progress is updated to our Board bi-annually.</p> <p>(ii) Astro's ESG and Climate Statement and various policies, including the Employee Rights Statement, Diversity, Equity & Inclusion Statement, Occupational, Safety, Health and Environment Policy and Return or Recycle Your Astro Devices Policy are in place to achieve our ESG goals. These policies are published on the intranet to create awareness among Astro employees.</p> <p>(iii) For external stakeholders, Astro's ESG commitments are communicated to analysts on a quarterly basis at analyst conference calls and sustainability statements are made available on the corporate website. Astro continued its Rimba Kita initiatives, with a dedicated On-Demand rails showcasing environment-centric documentaries entitled Rimba Kita Save Our Earth. In December 2025, we organised the Kita RunFest at Serenia City, celebrating unity, community and sustainability.</p> <p>(iv) Astro conducted several programmes, which included contributing towards community impact programmes, Astro Kem Badminton ("AKB") and sepak takraw clinics (branded as Klink STL - Sepak Takraw League), aligning with our position as Malaysia's Home of Sports. In FY26, we cast a wider net to target emerging netball players by running netball clinics (branded as Klinik NSL - Netball Super League).</p> <p>(v) Internally, Astro enhanced employees' awareness of our Group's sustainability efforts through various means. These include engaging employees as volunteers in sustainability initiatives, townhalls, newsletters, and the intranet and recognising contributions and achievements with individual and team awards.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.3

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	:	<p>(i) Our Board stays abreast of, and understands sustainability issues that are relevant to our businesses through various ways:-</p> <p>(a) Sustainability is a regular agenda item at our Board meetings with updates from the ESG AMC</p> <p>(b) Risk analysis, including sustainability and climate risks is part and parcel of Board proposals, thus enabling relevant ESG issues to be highlighted and considered</p> <p>(c) ESG briefings are arranged from time to time to keep our Board and Management abreast of the development of sustainability issues</p> <p>(d) ARC is responsible to oversee risk management, which includes sustainability risks and climate-related risks. Our GCFO and Risk Management team update ARC on our Group’s key risk profiles and risk assessment on a quarterly basis</p> <p>(e) Our Board Chairman acts as our Board’s nominee on climate governance.</p> <p>(ii) Our Board acknowledges that as a leading multi-platform content and consumer company, our business has a significant social impact. While our environmental footprint is smaller, Astro can still take a lead and currently, some of Astro’s ESG initiatives in addressing climate-related issues and reducing our carbon footprint include promoting efficient energy use and conscious water utilisation.</p> <p>(iii) Our Group’s sustainability/ESG governance framework is further explained in the section on “Sustainability” as well as the Statement on Risk Management and Internal Control (“SORMIC”) on pages 149 to 155 of IAR2026.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.4

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

Application	:	Applied
Explanation on application of the practice	:	<p>(i) Sustainability considerations are integrated into our Board through the BEE and Management’s annual performance evaluation per the Corporate Scorecard.</p> <p>(ii) The annual BEE encompasses an assessment of our Board’s performance to monitor sustainability KPIs and targets, as well as establish accountability on SLT in achieving our Group’s sustainability targets.</p> <p>(iii) From Management’s perspective, the annual Corporate Scorecard carries ESG-based KPIs as well as those relating to sustainability risks and opportunities. We have set several ESG-based targets including reduction in GHG emission and waste diverted from disposal and VFG content creation hours and cybersecurity and data protection in the annual Corporate Scorecard. Management is evaluated against the KPIs set out in the agreed Corporate Scorecard, which will determine the PB and MI pool for distribution to employees in each financial year.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.5- 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	:	Adopted
Explanation on adoption of the practice	:	<p>(i) Our GCEO is the officer designated to provide dedicated focus to manage sustainability strategically, including the integration of sustainability considerations in the operations of our Group.</p> <p>(ii) He chairs the ESG AMC to oversee the management processes and strategies designed to augment business priorities with sustainability commitments, the intent being to produce a greener environment, positive social impact and good governance.</p>

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	<p>Board Refresh</p> <p>(i) NRCGC reviews our Board size and composition annually, taking into consideration the legal and regulatory framework comprising the Act, MMLR, MCGG, FTSE Russell ESG criteria and AMH's Constitution as well as CG best practices.</p> <p>(ii) NRCGC reviews the Board Succession Policy annually to ensure continuity in leadership, a progressive Board refresh and to maintain an appropriate balance of skills and experience through a time-based phased retirement process. Succession is managed based on tenure to ensure a smooth transition by overlapping the appointment of the replacement and the outgoing incumbent, to the extent possible.</p> <p>(iii) NRCGC reviews the tenure of our Directors, to ensure adherence to our Policy on Tenure of INEDs which is capped at 9 years. Mr. Renzo Christopher Viegas ("RCV"), who is the longest serving INED, is our Senior INED. A Senior INED holds the office for three years unless otherwise extended by our Board.</p> <p>(iv) As at 31 January 2026, the tenure of our Directors is as follows:-</p> <table border="1" style="margin-left: 40px;"> <thead> <tr> <th>Years of service</th> <th>less than 5 years</th> <th>5 to 9 years</th> </tr> </thead> <tbody> <tr> <td>No. of Directors</td> <td style="text-align: center;">4</td> <td style="text-align: center;">4</td> </tr> </tbody> </table> <p>(v) Our Board size and composition have remained unchanged since July 2024. NRCGC continues to prioritise the search for a well-suited INED, recognising the importance of enhancing Board performance to meet evolving challenges and ensuring readiness for future succession.</p> <p>Directors' Re-election</p> <p>(vi) Directors' re-election is reviewed by NRCGC annually. NRCGC takes into consideration the findings of the annual BEE, an assessment based on the Directors' Fit and Proper Policy ("DFPP") and where applicable, independence. The BEE is carried out annually to assess individual Directors' performance and contributions. The findings of the BEE are relied upon to justify a recommendation for re-electing a retiring Director to shareholders.</p>	Years of service	less than 5 years	5 to 9 years	No. of Directors	4	4
Years of service	less than 5 years	5 to 9 years					
No. of Directors	4	4					

	<p>(vii) RCV, Mr. Lim Ghee Keong (“LGK”) and Mr. Kenneth Shen (“KS”) are Directors who are retiring by rotation pursuant to Rule 126 of AMH’s Constitution. Their performance and contributions were assessed by NRCGC, which took into consideration the findings of the FY26 BEE and self-declarations furnished under the DFPP.</p> <p>(viii) Save for RCV, LGK and KS who have abstained from deliberating and voting on the proposal relating to their respective re-election, our Board has recommended their re-election as Directors of our Company for shareholders’ approval at the forthcoming AGM in 2026.</p> <p>(ix) Recommendation for re-election of the said Directors are based on the following grounds:</p> <p>(a) RCV contributes actively in Board deliberations through informed discussions, analytical insights, and constructive challenges into our Group’s business and financials. He is equipped with strong leadership skills, and is deeply committed to discharging his responsibilities as Senior INED and Chairman of ARC and NRCGC. RCV remains highly independent in his thoughts and actions, consistently upholding objectivity and impartiality.</p> <p>(b) LGK demonstrates strong understanding of our Group’s operations and possesses an acute awareness of the media industry. He collaborates effectively with fellow Board members and engages in constructive dialogues with Management. LGK plays a key role in aligning the substantial shareholder’s interests with those of our Board and Management, fostering a common vision and purpose.</p> <p>(c) KS has vast experience in the realm of investments and corporate finance, and his financial acumen underscores his contributions to boardroom discussions. He communicates clearly and offers practical, fact-based advice that supports effective Board deliberations. He values diverse viewpoints, and engages fellow Board members and Management in a respectful and constructive manner.</p>
<p>Explanation for departure :</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p>Measure :</p>	
<p>Timeframe :</p>	

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.

Application	:	Applied	
Explanation on application of the practice	:	Our Board comprises eight Directors, of whom four (50%) are INEDs including the Chairman of our Board.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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 - Step Up 5.4 adopted	
Explanation on application of the practice	:		
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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	:	Adopted
Explanation on adoption of the practice	:	(i) Our Board has adopted a policy that the tenure of an INED is capped at nine years without further extension as set out in the Board Charter. (ii) An INED who has completed a cumulative nine years may continue to serve on our Board subject to him or her being re-designated as a non-independent Director.

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	:	Board Appointments <p>(i) Astro has a transparent process for identifying, selecting and appointing Directors. The selection criteria and process are explained in the CG Overview on page 122 of IAR2026.</p> <p>(ii) In evaluating the suitability of candidates, NRCGC is guided by the factors laid down in the DFPP and Board diversity requirements as well as the Board skills matrix, thus ensuring that each Director has the required experience, competency, character, integrity and time to effectively discharge his/her role. Candidates are required to furnish a fit and proper self-declaration based on the DFPP, and undergo an interview and assessment process managed by NRCGC. The self-declaration is also applicable to an existing Director who is seeking re-election.</p> <p>(iii) Independence and diversity, including gender and inclusivity, are additional key criteria that are considered by NRCGC and our Board. In respect of gender diversity, our Board is committed to return to having 30% female representation on our Board.</p> <p>(iv) Time commitment is a key criterion in the DFPP as Directors are expected to be committed and devote sufficient time to serve on our Board. The letter of appointment provides an indication of the time required. Six Board meetings and 10 Board Committee meetings were held during FY26, in addition to the annual Board strategy offsite. There were numerous informal and ad hoc sessions between individual Directors and SLT during the year.</p> <p>(v) Character and integrity are also key considerations in the DFPP. As part of the assessment, a candidate furnishes a self-declaration, which is assessed by NRCGC to determine if he/she is fit and proper to act as our Director.</p> <p>(vi) In respect of external board positions, the maximum number of directorships held by our Directors in public companies listed on Bursa Malaysia is two as at 31 January 2026, thus complying with Paragraph 15.06 of the MMLR as set out below:</p>

TAR	Chairman of Taliworks Corporation Berhad and Mr. D.I.Y. Berhad
RCV	Chairman of Manulife Holdings Berhad
LGK	Director of Maxis Berhad

- (vii) Directors provide a general notice regarding their appointments as directors in external organisations, in accordance with the Act, which is tabled at a duly convened Board meeting. Additionally, prior to accepting any new appointment in a public listed company and/or any company involved in competing businesses with our Group, Directors are required to notify our Board Chairman and NRCGC (and in our Chairman’s case, he is required to notify our Senior INED), and the NRCGC will assess whether the appointment gives rise to any COI, including potential conflicts.

Senior Management Appointments

- (i) Diversity and inclusion are fundamental to Astro’s corporate culture and long-term growth. Our Group ensures **fair and equitable recruitment process and compensation practices, fosters development and supports career progression** based solely on performance and merit. Our **Equal Opportunity Policy and fair recruitment practices** to ensure an inclusive and non-discriminatory work environment for all employees irrespective of race, gender, age, religion, sexual orientation, disability, social class and nationality resulting in a very diverse Team Astro across all levels of our organisation.
- (ii) Astro has a strong diversity of talent with a balanced gender representation. **In FY26, our workforce comprises 50% male and 50% female talents, and female leaders account for 47% of senior management. 63% of our GCEO’s direct reports are female senior leaders.**
- (iii) Our Group’s **organisational structure and Management succession are reviewed by NRCGC and Board periodically**, to ensure that all key and critical positions are filled on a timely basis to provide strong leadership towards the achievement of our Group’s corporate goals and objectives.
- (iv) **During FY26, the organisational structure was reviewed regularly by our NRCGC and Board** to ensure clear responsibilities and accountability, a competent senior leadership is in place for execution of our strategies, critical vacancies are filled and a succession pipeline is in place. **Potential successors have been identified, based on their readiness and their individual competencies are mapped with talent development plans**, including opportunities for job rotations. The plans also ensure that there will be adequate interim cover during emergency situations.

	<p>(v) The appointment of our GCEO, GCFO, Company Secretary and Head of CA requires Board approval while key senior management positions are reviewed and approved by NRCGC. During FY26, a new Chief People Officer was appointed after review by GCEO and NRCGC. Background reference checks on suitable candidates were carried out as part of the pre-employment screening process and shortlisted candidates for key positions were interviewed by our Directors, if required.</p> <p>(vi) Senior management appointments are closely scrutinised, and appointments are made based on an objective criterion, merit and with due regard for diversity in skills, education, experience and gender. Psychometric testing may be conducted to provide additional qualitative input.</p> <p>(vii) Diversity of SLT members (whose profiles are set out on pages 1092 to 113 of IAR2026) are set out in the tables below:-</p> <table border="1" data-bbox="655 835 1406 947"> <thead> <tr> <th colspan="4">Age Group</th> </tr> <tr> <th>31-40</th> <th>41-50</th> <th>51-60</th> <th>>60</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>6</td> <td>5</td> <td>0</td> </tr> </tbody> </table> <table border="1" data-bbox="655 983 1406 1095"> <thead> <tr> <th colspan="2">Gender</th> <th colspan="2">Nationality</th> </tr> <tr> <th>Male</th> <th>Female</th> <th>Malaysian</th> <th>Foreigner</th> </tr> </thead> <tbody> <tr> <td>6</td> <td>8</td> <td>12</td> <td>2</td> </tr> </tbody> </table> <table border="1" data-bbox="655 1131 1406 1279"> <thead> <tr> <th colspan="5">Race/Ethnicity</th> </tr> <tr> <th>Malay/ Bumiputera</th> <th>Chinese</th> <th>Indian</th> <th>Others</th> <th>Expat</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>5</td> <td>1</td> <td>1</td> <td>2</td> </tr> </tbody> </table>	Age Group				31-40	41-50	51-60	>60	3	6	5	0	Gender		Nationality		Male	Female	Malaysian	Foreigner	6	8	12	2	Race/Ethnicity					Malay/ Bumiputera	Chinese	Indian	Others	Expat	5	5	1	1	2
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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	:	To identify candidates suitable for appointment as Directors of AMH, our Board relies on recommendations from a variety of sources, including our existing Directors, GCEO and/or major shareholders, as well as through independent sources such as partner networks and external recruitment agencies.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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 RCV, LGK and KS who are seeking re-election as Directors, including their qualifications, experience, external directorships and interest, positions and relationships that may be relevant for shareholders to make an informed decision are disclosed on pages 104 to 106 and 145 of IAR2026 and the Explanatory Notes to the Notice of 14 th AGM.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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	:	NRCGC is chaired by RCV, who is our Senior INED. RCV's profile is set out on page 104 of IAR2026.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.9

The board comprises at least 30% women directors.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>(i) As at 31 January 2026, two out of eight Directors are women Directors representing 25% of our total Board composition.</p> <p>(ii) We are committed to having at least 30% female representation on our Board. Nevertheless, appointments to our Board are ultimately based on merit and contribution, and the values that a Director may bring to future-proof our Board. Board appointments are assessed by NRCGC based on individual merits taking into consideration the Board selection and diversity criteria, DFPP and Board skills matrix.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	The search for an additional Director is on-going, managed by NRCGC. NRCGC takes into consideration recommendations from various sources including fellow existing Directors, GCEO and/or major shareholders as well as through independent sources such as partner networks and external recruitment agencies.
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	:	Applied
Explanation on application of the practice	:	<p>(i) Gender is an important consideration, and our Board is committed to the 30% threshold of female Directors. We firmly believe that gender diversity and inclusivity produce a more balanced and dynamic Board. Nevertheless, all appointments are ultimately based on merit and contribution as well as the values that an individual may bring to future-proof our Board. This is set out on page 122 of IAR2026.</p> <p>(ii) Diversity yields many advantages, not only for boards, but for the overall organisation. A diverse organisation results in richer, more balanced culture as well as risk management. Diversity promotes tolerance. The result is a more empathetic environment where people are encouraged to be more understanding of how others feel and connect on a deeper level. Astro has a strong diversity of talent with a balance gender representation.</p> <p>(iii) In FY26, our workforce comprised 50% male and 50% female talents respectively, and female leaders account for 47% of our senior management. Details are set out on page 80 of IAR2026.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 6.1

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

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

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
Application	: Applied
Explanation on application of the practice	: (i) The Board Charter requires an annual evaluation of the effectiveness of our Board and Board committees to be carried out, which includes size and composition, skill sets, experience and capabilities to ensure an appropriate balance of skills, experience and diversity. This is also in line with the MMLR and MCCG. (ii) Such evaluation includes an assessment on fitness and probity, and the level of independence of INEDs. The evaluation will be carried out by a suitably qualified and independent external party once every three years or when our NRCGC or Board deems necessary. (iii) The FY26 BEE was undertaken with regards to the following key parameters:- (a) governance and oversight (b) processes and infrastructure (c) capabilities assessment (d) self and peer assessment (e) fit and proper assessment (f) independence assessment. (iv) The FY26 BEE encompassed an assessment of our Board, Board committees and their respective chairpersons as well as a self and peer assessment of individual Directors. The primary mode of gathering insight was through questionnaires. (v) Extensive feedback was obtained from each Director as well as senior leaders including our GCEO, GCFO and SLT members who had regular dealings with our Directors. Engaging Management in the BEE provides an important perspective to understanding Board effectiveness in the organisation (as it is through Management that our Board governs the organisation on a day-to-day basis). The inclusion of Management in the process is also necessary to identify and address any potential Board and Management misalignment issues, in addition to making it easier

	<p>for changes to be implemented. It also helps ensure that interactions remain constructive, enables early identification of behavioural or communication barriers, and supports a more effective and collaborative governance environment.</p> <p>(vi) Findings were presented to NRCGC and Board in March 2026. Our Board continues to deliver consistent performance as with previous years and seeks to build upon its strengths while striving for continuous improvement (as explained below). Reports for individual Directors with peer average rating and comments were also furnished to them.</p> <p>(vii) Our Board exercised strong strategic oversight, ensuring AMH’s values, mission and vision are embedded in key decisions and transformation initiatives. It upheld high ethical and compliance standards, balanced stakeholder and shareholder interests, maintained transparent communication practices, and rigorously reviewed budgets, strategic plans and major risks to support robust governance and effective organisational control. Our Board noted the need to strengthen Board and Management succession to ensure talent continuity, and further improve collaboration with Management.</p> <p>(viii) NRCGC demonstrated strong effectiveness based on its responsibilities, balanced composition, and robust deliberations that were reported promptly to our Board. Remuneration frameworks remain aligned with organisational needs, market practices, performance metrics and long-term goals, while promoting compliance with the MCCG and high CG standards.</p> <p>(ix) From an information management perspective, meeting materials were circulated timely, with accurate documentation of Board discussions and decisions. Sensitive information was safeguarded through appropriate protection and access-control measures. These practices supported secure, well-informed deliberations and enabled open, constructive exchanges during meetings.</p>
<p>Explanation for departure :</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p>Measure :</p>	
<p>Timeframe :</p>	

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	<p><u>Non-Executive Director Remuneration Policy</u></p> <p>(i) Non-executive Director ("NED") remuneration policy is premised on the following key principles:-</p> <ul style="list-style-type: none"> (a) Adequate to attract, motivate and retain world-class non-executive talent (b) Consistent with recognised best practice and standards (c) Reflective of the experience, time commitment, level of responsibilities and complexity, special assignments and risks (d) Alignment with our Group's business strategy and long-term objectives. <p>(ii) These principles are nevertheless robust, and are subject to periodic reviews and change depending on relevant business circumstances. Benchmarking is carried out at appropriate intervals by NRCGC to ensure that the remuneration commensurate with the responsibilities, time commitment and efforts as well as within industry benchmarks.</p> <p>(iii) The following factors (which are non-exhaustive) are taken into consideration, where appropriate:-</p> <ul style="list-style-type: none"> (a) Benchmarking against relevant peer groups of similar sized listed companies (b) Estimation of amount of time and commitment required to perform roles (c) Industry specific premiums (d) Organisational complexity (e) Organisational business strategy, long-term objectives and sustainability goals (f) Findings from the annual BEE. <p>(iv) Our NEDs remuneration structure comprises fixed fees for membership of Board and Board committees, fees for chairpersons and per-day meeting allowance, the aggregate of which are paid in arrears on a monthly basis (subject to total limit approved by shareholders at the AGM as required under</p>

	<p>Section 230 of the Act). Our Board Chairman derives a fixed car allowance, and secretarial and administrative support.</p> <p>(v) In line with good CG practices to ensure objectivity, our Directors are not entitled to share incentives under the AMH Long-Term Incentive Plan (“LTIP”). Additionally, individual Directors do not participate in the discussions and decisions relating to their own remuneration.</p> <p>(vi) Our Company is seeking shareholders’ approval at the forthcoming 14th AGM for the payment of Directors’ remuneration for the period commencing 31 July 2026 until the next AGM to be held in 2027 of up to RM3.81 million in accordance with such remuneration structure as may be determined by our Board from time to time, either on a monthly basis and/or as and when incurred. Details are set out in the Explanatory Notes to the Notice of 14th AGM.</p> <p>(vii) The total cap of RM3.81 million remains unchanged since 2022. This allocation accounts for the potential appointment of an additional Director to strengthen our Board’s expertise and independence, the establishment of an additional Board committee if required, and an estimate of our meeting frequency over the next 12 months.</p> <p><u>Remuneration Philosophy and Rewards Strategy</u></p> <p>(viii) Astro’s total compensation framework consists of three main components - fixed pay, variable pay and non-monetary benefits. The remuneration structure aims to balance fixed and variable rewards to incentivise both short-term and long-term performance. For employees at the senior-level, the emphasis is on performance-based elements where individual performance and performance at the corporate level are taken into account.</p> <p>(ix) During hiring, appointment and remuneration, the candidates’ education, skills, experience, scope of accountability, job complexity, leadership capabilities and culture fit are considered. The detailed framework is set out on pages 132 to 133 of IAR2026.</p>
<p>Explanation for departure :</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p>Measure :</p>	
<p>Timeframe :</p>	

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	:	<p>(i) NRCGC is responsible for reviewing our Group's remuneration framework, policies and procedures in accordance with the NRCGC Charter which is published on the corporate website.</p> <p>(ii) A summary of NRCGC's terms of reference and activities in FY26 is set out below (for details, please refer to the NRCGC Report on pages 138 to 141 of IAR2026):-</p> <ul style="list-style-type: none"> (a) Review of our Group's CG framework and practices (b) Review of Board effectiveness (c) Nomination, appointment and re-election of Directors (d) Development of the remuneration framework and policies (e) Review of key senior management appointment and remuneration (f) Assessment of corporate performance, including PB and MI (g) Recommendation of the annual Corporate Scorecard (h) Administration of LTIP to drive long-term performance and talent retention.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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	:	A detailed breakdown of individual Director's remuneration paid in FY26 on a named basis is disclosed on page 132 of IAR2026 and a summary is set out below:-

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Tunku Ali Redhaudin Ibni Tuanku Muhriz	Independent Director	600.0	152	-	-	-	-	752.0	-	-	-	-	-	-	-
2	Renzo Christopher Viegas	Independent Director	378.3	16	-	-	-	-	394.3	-	-	-	-	-	-	-
3	Nicola Mary Bamford	Independent Director	321.7	13	-	-	-	-	334.7	-	-	-	-	-	-	-
4	Prashant Kumar	Independent Director	300.0	12	-	-	-	-	312.0	-	-	-	-	-	-	-
4	Lim Ghee Keong	Non-Executive Non-Independent Director	308.3	13	-	-	-	-	321.3	-	-	-	-	-	-	-
5	Simon Cathcart	Non-Executive Non-Independent Director	288.3	10	-	-	-	-	298.3	-	-	-	-	-	-	-
6	Mazita binti Mokty	Non-Executive Non-Independent Director	305.0	11	-	-	-	-	316.0	-	-	-	-	-	-	-
7	Kenneth Shen	Non-Executive Non-Independent Director	288.3	10	-	-	-	-	298.3	-	-	-	-	-	-	-

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	:	<p>Our Board is of the view that:-</p> <p>(i) Disclosing the detailed remuneration of our key senior management is disadvantageous to our Group, given the competitiveness in the market for senior talent and to preserve the confidentiality of remuneration packages.</p> <p>(ii) Astro's remuneration framework undergoes a robust benchmarking exercise to ensure the right balance between parity and competitiveness, taking into consideration the scarcity of talent and uniqueness of subject matter experts. The appointment and remuneration of key senior management factor in each individual candidate's experience and skills, scope of responsibility and accountability, and global exposure.</p> <p>(iii) Our NRCGC and Board ensure that our key senior management's remuneration is commensurate with individual and corporate performance. Our Group has implemented a strict performance management system that holds Astro employees accountable for their respective roles and responsibilities, and rewards them fairly.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Such disclosures may be disadvantageous to our Group, given the competitiveness in the market for senior talent and to preserve the confidentiality of remuneration packages. Nevertheless, our Board will continue to evaluate the implications having regard to our Group's best interests.
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					
			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

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	:	RCV, who is the Chairman of ARC, is not the Chairman of our Board. His profile is set out on page 104 of IAR2026 and on the corporate website.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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 ARC Charter stipulates that a former partner of an external audit firm shall not be appointed as a member of ARC until the expiry of a 3-year cooling-off period. To date, our Board has not appointed any former partner of the external audit firm as a member of ARC.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

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	<p>(i) The Policy on the Selection and Appointment of External Auditor has been established, setting out the process and parameters to be considered by ARC in assessing the suitability, professionalism and independence of the external auditor.</p> <p>(ii) The factors for consideration in evaluating the suitability of the external auditor include:-</p> <ul style="list-style-type: none">(a) Quality and thoroughness of the audit approach and methodology(b) Independence of the external audit firm and especially the audit engagement partner(c) Skills and knowledge of the external audit team(d) Global resources and reputation(e) Understanding of the industry(f) Effectiveness of the external auditor's recommendations in addressing weaknesses observed during previous audits(g) Partner rotation and succession planning. <p>(iii) An evaluation of suitability and independence of PricewaterhouseCoopers PLT ("PwC") as our external auditor is carried out by ARC annually. In respect of FY26, the said evaluation was completed by ARC and SLT members who had active interactions with PwC during the financial year. A self-assessment was also completed by PwC. The scope of the evaluation covered:-</p> <ul style="list-style-type: none">(a) Independence, objectivity and professional scepticism(b) Quality process and performance(c) Firm's financial stability and risk profiles(d) Audit strategy, scope and planning(e) Communication and interaction(f) Level of knowledge, capabilities and experience of the audit team. <p>(iv) Based on the assessment, our Board is satisfied with the suitability of PwC from the aspects of competence, audit quality and resources, as well as the appropriateness of audit fees to support a quality audit, and that the provision of non-audit services by PwC did not impair their objectivity and independence as auditors of our Company. ARC had also reviewed the PwC Malaysia Transparency Report 2025 in respect of their</p>

	<p>commitment towards quality, audit approach and governance. In addition, a written assurance of independence in respect of FY26 has been provided by PwC as set out in the External Auditors' Report on page 11 of the FY26 Audited Financial Statements.</p> <p>(v) During FY26, our Group and Company incurred non-audit fees of RM0.5 million and Nil, respectively [FY25: RM0.6 million (Group) and Nil (Company)], primarily for tax and advisory services.</p> <p>(vi) Therefore, based on ARC's recommendation, our Board has approved the proposal to seek shareholders' approval at the forthcoming 14th AGM for the re-appointment of PwC as auditors of our Company to hold office until the next AGM in 2027 in accordance with Section 271(4) of the Act.</p>
<p>Explanation for departure</p>	<p>:</p>
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p>Measure</p>	<p>:</p>
<p>Timeframe</p>	<p>:</p>

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	:	Not Adopted
Explanation on adoption of the practice	:	

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	:	<p>(i) ARC is chaired by RCV, who is a Chartered Accountant and Fellow Member of the Institute of Chartered Accountant of India, and a member of the Malaysian Institute of Accountant. Other members of ARC have vast working experience across various industries, including media and possess the necessary qualifications, experience and skills to discharge their duties, and have the required financial literacy. Their profiles are disclosed on pages 104 and 107 of IAR2026 and on the corporate website.</p> <p>(ii) The ARC Charter requires each member to be financially literate. ARC shall consist of members with a mixture of diverse expertise and experience in risk management practices, including understanding of the industries in which our Group operates to actively identify, assess and monitor business risks and emerging risks.</p> <p>(iii) The performance of ARC is evaluated annually through the BEE. In the FY26 BEE, ARC was found to have effectively discharged its responsibilities in reporting key findings and recommendations related to financial matters to our Board. A summary of ARC's activities in FY26 is set out in the ARC Report on pages 142 to 148 of IAR2026.</p> <p>(iv) To keep abreast of relevant developments in accounting and auditing standards as well as other areas, ARC members attended various trainings as disclosed in the CG Overview on pages 129 to 130 of IAR2026. In addition, ARC received briefing notes and articles from the external auditors on the key developments in the accounting standards, practices and rules and thoughtful leadership.</p>
Explanation for departure	:	

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

Measure	:		
Timeframe	:		

Intended Outcome

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	:	<p>(i) Our Board recognises its overarching responsibility for establishing a robust risk management and internal control system. It reviews the adequacy and effectiveness of this system in assessing and responding to risks to achieve our Group's business objectives. Our Board, with ARC's support, oversees our Group's risk management and internal control systems, and determines our Group's risk appetite and risk tolerance.</p> <p>(ii) Management, led by our GCEO with the support of SLT is responsible for executing the Board-approved frameworks, policies and procedures, as well as assuring our Board that Astro's risk management and internal controls system are operating adequately and effectively in all material aspects.</p> <p>(iii) The GRM team, led by our GCFO, manages and monitors risks through the implementation of the Group Risk Management Framework ("GRMF") which is based on the COSO Enterprise Risk Management Framework. The team participates in risk discussions across businesses to provide an independent view of the risks to our Board and Management, supporting informed decisions making. The team also presented our Group's risk profile and risk mitigation strategies at quarterly ARC meetings. For more details, please refer to the ARC Report on pages 142 to 148 of IAR2026.</p> <p>(iv) The GRMF defines the governance, infrastructure, processes and controls related to risk management. It also provides a structured and consistent approach for identifying, assessing, responding, monitoring, reporting and adapting to risks across our Group. Key business risks and emerging risks are identified, mitigated and well-managed as well as implementing a sound risk practice for profitable and sustainable business in long-run.</p> <p>(v) The "Three Lines of Defence" ("3LOD") model distinctly defines the roles of three key groups in maintaining a robust risk management system. Business units serve as the first line of defence, being responsible for implementing internal controls within their daily operations. The second line of defence comprises the GRM team and other governance</p>

	<p>functions (Regulatory, Legal and Compliance, Corporate Secretarial, Procurement, Finance and Human Capital), which oversee and monitor risk management activities to ensure compliance with the approved risk appetite and applicable laws and regulations. The third line of defence, CA, provides independent assurance to both our Board and Management.</p> <p>Each of the 3LOD plays a vital role in managing risks, ensuring that all levels of the organisation contribute to a comprehensive and effective risk management framework.</p> <p>(vi) For further information on key initiatives undertaken in FY26, please refer to the SORMIC on pages 149 to 155 of IAR2026.</p>
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

Intended Outcome

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	:	<p>Our Board, with the support of ARC has on 25 March 2026 approved the following disclosures to be included in the IAR2026:</p> <p>(i) SORMIC which includes disclosures in relation to:</p> <ul style="list-style-type: none"> (a) Responsibilities and accountabilities relating to the implementation of risk management process (b) Risk governance, including the risk oversight structure, the GRMF and risk management process to ensure efficiency and effectiveness of our Group’s risk management and internal control function (c) Main features of risk management and internal control initiatives which have been in place throughout FY26 (d) Assurance from our GCEO and GCFO that the risk management and internal control systems of our Group are functioning adequately and effectively in all significant areas in FY26. <p>(ii) Reporting of the identified business risks and the controls in place to mitigate and manage the risks identified are provided in the Key Business Risks and Opportunities section on pages 22 to 27 of IAR2026.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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	:	<p>(i) Internal audit function is carried out by CA, which supports ARC by undertaking a systematic, disciplined approach in evaluating and improving the effectiveness of our Group’s risk management, control and governance processes.</p> <p>(ii) CA’s role and responsibilities are governed by the CA Charter to ensure that its purpose, authority and responsibility reflect developments in CA’s activities and are in line with best practices promulgated by internal audit professional bodies. CA also assists ARC to identify the gaps in controls and recommend the appropriate remedial actions to strengthen and improve the business processes. The CA Charter is reviewed annually, and the latest review was in December 2025 where ARC deemed that no changes were necessary.</p> <p>(iii) The Head of CA reports functionally and administratively to ARC Chairman, thus ensuring CA’s independence from Management. There were regular meetings between ARC Chairman and Vice President, CA without the presence of Management during FY26.</p> <p>(iv) The scope of CA’s internal audit reviews for each year is set out in CA’s annual audit plan which is tabled for ARC’s consideration and approval to ensure adequacy and comprehensiveness of its scope and coverage. The annual audit plan for FY26 was approved in March 2025.</p> <p>(v) ARC is responsible for evaluating the effectiveness of CA and the performance of the Vice President, CA, with the most recent evaluation being in February 2026. In addition, an independent consultant is engaged once in every five years to perform an external assessment of the CA function.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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	:	(i) All CA team members declare annually to ARC that they are free from any relationships or COI , which would impair their objectivity or independence. For FY26, all members of the CA team have declared their independence.
	:	(ii) The information on the number of resources, background and experience, competencies and qualification of the persons responsible for internal audit has been included as part of the ARC Report on page 148 of IAR2026.
	:	(iii) CA adheres to the Institute of Internal Auditors’ International Professional Practices Framework and applies the Committee of Sponsoring Organisations of the Treadway Commission’s (“COSO”) Internal Control Framework in carrying out its responsibilities.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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	:	<p>Our Board is committed to effective, transparent and regular communication with its shareholders and other stakeholders.</p> <p>(i) <u>Engagement with shareholders, institutional investors and analysts, media, customers and the public</u></p> <p>(a) RCV, who is our Senior INED, acts as our Board's designated contact for consultation and direct communication with our shareholders. Our Senior INED, GCFO and Company Secretary are the contact persons for shareholder communication as disclosed in IAR2026.</p> <p>(b) GCEO and GCFO engaged regularly with external stakeholders including investors, regulators and media through dialogues, investor and press conferences, media interviews and events.</p> <p>(c) During FY26, Astro held quarterly video earnings calls with analysts and investors to keep the market abreast of our performance and plans. Our websites were regularly updated to provide relevant and timely information on key happenings within our Group. A variety of online and offline contact options (including email, phone, online feedback form, customer service centres, chatbots and social media) enabled the investment community, customers and the public to engage with us in their preferred manner.</p> <p>(d) The 13th AGM was held physically on 18 June 2025, enabling direct engagement between our shareholders with our Board, GCEO and GCFO.</p> <p>(ii) <u>Engagement with employees</u></p> <p>Astro ensures regular communication to share with our employees, information such as our Group's vision, performance and strategies, training and development programs, compliance and organisational changes. In FY26, GCEO and SLT made conscious effort in various employee engagement activities, to name a few, coffee chats (also known as "jomkopikaripap") with our GCEO and SLT, townhalls, emails, newsletters, video blogs, festive celebrations and sports events. Astronet, our internal portal, is updated regularly for information dissemination. In addition to that, people pulse</p>

	<p>surveys were conducted periodically to assess employee engagement and satisfaction levels.</p> <p>(iii) <u>Engagement with local community</u></p> <p>(a) Our Group engages with the local community throughout the year both at the corporate level as well as via our foundation, Yayasan Astro Kasih. In FY26, our Group continued to focus on executing various long-term community programmes that make a lasting difference in line with our Group’s ESG pillars of responsible business, caring for the environment, Voice for Good, education for all and community development.</p> <p>(b) As Malaysia’s largest media company, we are in a strong and privileged position to make a positive social impact with our content slate and reach. In FY26, Astro aired more than 13,000 hours of PSA and ESG-related content across our TV, radio and digital platforms, representing an 87% annual increase. We continued to be a VFG by inspiring, educating and raising awareness on key environmental, social, civic and governance issues.</p> <p>(c) On-going community engagements include our flagship, AKB programme. Held in five different states around Malaysia, in FY26, AKB training camps attracted more than 1,900 young shuttlers with 40 alumni now representing Malaysia’s national badminton team. We organised the Speak Takraw League and Netball Super League that collectively reached more than 2,600 students across Malaysia to participate and engage with professional coaches and players.</p> <p>(d) We also awarded 13 scholarships to high-potential students from B40 households, doubling last year’s figure.</p> <p>(a) On ground, Astro worked with various non-governmental organisations to contribute to charitable causes such as flood relief in the form of donations, food and essential packs to alleviate the hardships suffered by the community nationwide.</p> <p>(b) Astro continued to champion accessibility. Working in collaboration with Tata Consultancy Services and Malaysian Association for the Blind, we have launched the One Voice, One Book, One Nation campaign with the aim to produce 5,000 hours of audiobooks by December 2026. Didi & Friends have also launched their Didi & Friends: Storytime! featuring audiobook versions to enhance accessibility, while also working with Malaysian Federation of the Deaf to include Bahasa Isyarat Malaysia (BIM) sign language interpretation into their episodes.</p>
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Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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	:	Applied
Explanation on application of the practice	:	<p>Astro has adopted the integrated reporting approach since the financial year ended 31 January 2016 to improve the quality of information disclosures to stakeholders and promote greater transparency regarding our business and how we create value over the short and longer term.</p> <p>(i) IAR2026 was prepared in line with the International Integrated Reporting Framework, commonly known as the <IR> Framework. IAR2026 focuses on the disclosure of financial/quantitative and non-financial/qualitative information, and incorporation of integrated reporting content principles and content elements for a holistic and strategic approach to corporate reporting to better meet the needs of various stakeholders.</p> <p>(ii) Application of the <IR> Framework in IAR2026 includes:</p> <p>(a) Our “Value Creation” section detailing key areas of business focus amid the prevailing market landscape. We identify topics that serve as inputs in our business process; key business risks and opportunities; strategic priorities; our value creation framework centred around our Strategic Drivers of Content, Products and Sustainability/ESG; and outputs thereof which impact our business and stakeholders.</p> <p>(b) A narrative of progress made in FY26 pertaining to each Strategic Driver is provided in the “How We Create Value” section. Our Sustainability section has been expanded to incorporate Bursa Malaysia’s latest Sustainability Reporting requirements issued in 2022 and 2024.</p> <p>(c) Connectivity of information focusing on the interrelatedness and dependencies of disclosures in the IAR2026, with 360° referencing applied throughout.</p>
Explanation for departure	:	

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

Measure	:		
Timeframe	:		

Intended Outcome

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	:	<p>(i) Notice of our 13th AGM held on 18 June 2025 was issued 28 clear days prior to the said AGM, giving shareholders sufficient time to prepare for the AGM and make informed voting decisions. Rule 183 of our Company's Constitution provides that notices of general meetings may be given in electronic form by way of publication on the corporate website provided that such notifications have been given in accordance with the Act and MMLR.</p> <p>(ii) Our forthcoming 14th AGM will be held on 30 July 2026, and the Notice of 14th AGM was issued on 25 May 2026, giving notice well in advance of 28 days. Shareholders were provided with links to download the Integrated Annual Report, Circular to Shareholders, CG Report, Notice of AGM, Proxy Form and Administrative Guide. The said documents were published on the corporate website and the Notice of AGM was advertised in one nationwide local language newspaper. The notification was also posted to shareholders who were uncontactable via email. As part of our joint sustainability efforts, shareholders are encouraged to refer to digital copies of such documents. The IAR2026 and/or Circular to Shareholders will be sent to shareholders upon request.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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	:	<p>(i) All eight Directors were present in person at the 13th AGM held on 18 June 2025.</p> <p>(ii) Questions from shareholders were addressed in a meaningful and insightful manner by our Board Chairman, Chairman of ARC and NRCGC as well as GCEO and GCFO.</p> <p>(iii) Our Board Chairman provided fair opportunity and time to all shareholders and proxies to raise questions. Questions from shareholders, proxies and institutional investors (Permodalan Nasional Berhad and MSWG) on our Group’s strategy, performance and governance were answered clearly and meaningfully. The duration of the questions and answers session at the 13th AGM was approximately 2 hours.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

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	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>(i) Astro's 13th AGM was held physically on 18 June 2025. This adheres to the Securities Commission Malaysia's directive that all public listed companies must conduct either hybrid or physical AGM from 1 March 2025 and Paragraph 8.27A(1) of the MMLR.</p> <p>(ii) The Board was of the view that after 5 years of virtual AGM, having a physical AGM is a good opportunity to foster more meaningful dialogue and enables networking with our shareholders; as well as improves transparency and builds trust through clearer communication which reduces the risks of misunderstanding.</p> <p>(iii) Shareholders pre-submitted their questions through the share registrar's online portal 3 weeks prior to the AGM, allowing them to seek advance clarifications. The answers to their questions were shared during the AGM and they have access to the answers through the summary that was published as an addendum to the minutes of the 13th AGM on our corporate website. All material and relevant questions were reviewed and addressed during the AGM, thereby supporting meaningful shareholder engagement.</p> <p>(iv) The 13th AGM was held at a venue that was strategically located within the Klang Valley, which is easily accessible by shareholders via public transportation, ensuring that shareholders were not hindered by logistical barriers and could participate effectively in the physical meeting. We absorbed the parking fees for shareholders who attended the 13th AGM.</p> <p>(v) Additionally, our Company maintained robust cyber hygiene and data security practices throughout the AGM process. These included safeguards to protect shareholder data used during the e-polling process, secure system environments, and controls designed to mitigate cyber risks. Boardroom's client</p>

	<p>data is never used for quality assurance purposes and is not retained beyond the purpose of processing the client’s proxy forms for the conduct of the AGM. These measures ensured data privacy and maintaining a secure technological environment.</p>			
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>				
<p>Measure</p>	<p>:</p>	<p>Our Board will continue to facilitate strong shareholder engagement at future AGMs, by providing adequate notice of the AGM for shareholders to plan their time accordingly, holding the AGM at a venue that is strategically located and easily accessible, and leveraging on technology to enable shareholders to submit their questions and gain access to the answers via our corporate website. Shareholders can also submit their questions at any time to our Board and Management via the dedicated email addresses set out on our corporate website.</p>		
<p>Timeframe</p>	<p>:</p>	<table border="1" style="width: 100%; height: 100%;"> <tr> <td style="width: 50%;"></td> <td style="width: 50%;"></td> </tr> </table>		

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.

<i>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.</i>	
Application	: Applied
Explanation on application of the practice	: <ul style="list-style-type: none"> (i) Participation at the 13th AGM was encouraging, with approximately 1,313 shareholders and proxies in attendance. (ii) During the 13th AGM, a comprehensive report on our Group's business and financial performance in FY26 as well as key strategies was presented to keep shareholders and proxies abreast of our Group's performance and significant developments in FY26. (iii) Shareholders and proxies submitted their questions in 2 ways, firstly, questions were submitted prior to the 13th AGM via the online meeting portal and secondly, questions were posed live during the 13th AGM. (iv) Engagement during the 13th AGM was interactive and robust. Our Board Chairman reviewed all the questions posed by shareholders and proxies. All questions relating to our Group's strategies, performance, financial results, and CG were given clear and meaningful responses by our Board, GCEO and GCFO during the meeting. A summary of the questions and answers was published as an addendum to the minutes of the 13th AGM on our corporate website.
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

Intended Outcome

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

Intended Outcome

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

Practice 13.6

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

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
Application	: Applied
Explanation on application of the practice	: Minutes of the 13th AGM , which included the questions and answers posed by shareholders, proxies, corporate representatives and institutional investors (MSWG and Permodalan Nasional Berhad) were published on our corporate website within 30 business days after the said AGM, i.e. on 25 July 2025.
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

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

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

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