CORPORATE GOVERNANCE REPORT

STOCK CODE : 4022
COMPANY NAME : MAXIM GLOBAL BERHAD
FINANCIAL YEAR : December 31, 2025

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	:	The Board of Directors ("**Board**") is collectively responsible for the proper stewardship of the business of Maxim Global Berhad ("**MAXIM**" or "**the Company**") and its subsidiaries ("**the Group**"), to ensure the long-term success of the Group as well as the delivery of sustainable value to its Stakeholders. The roles and responsibilities of the Board are clearly defined in the Board Charter and Schedule of Matters Reserved, with the Board Committees' roles and responsibilities in discharging its functions delegated by the Board described clearly in the respective Board Committees' Terms of Reference ("**TOR**"). The TOR of the "Audit Committee" and "Sustainability & Risk Management Committee" was last reviewed, revised and approved by the Board at its meeting held in May 2024, while the TOR of the Nomination & Remuneration Committee was recently reviewed and revised in February 2026. The Board Charter and Schedule of Matters Reserved were also recently reviewed, revised and approved by the Board in November 2025. The Board comprises ten (10) members with wide and diverse background and experiences in various fields and industries. The Board leads the Group and plays a strategic role in formulating, recommending and implementing the Group's corporate objectives, directions and long-term goals of the business. The Board is mindful of the importance of building a sustainable business and is committed to the promotion of best practice principles. The Board delegated certain specific responsibilities to the following Board Committees which operate within clearly defined TOR: i. Audit Committee; ii. Sustainability & Risk Management Committee; and iii. Nomination and Remuneration Committee.

	The Chairman of each Board Committee reports to the Board on matters deliberated and decisions made at the respective Committee meetings within their authority, and where appropriate, escalate recommendations to the Board for its consideration and approval. The Board, together with the Senior Management, are committed to promoting a strong corporate governance culture throughout the Group, reinforcing ethical conduct, prudence and professional behaviour. The Board is responsible for the overall stewardship of the Group and provides oversight of Management. The Board ensures that an efficient and sound framework of internal controls and risk management is in place and maintained across the Group's business operations. The Board and employees of the Group are committed to adhering to the Corporate Code of Conduct which was recently reviewed and enhanced by the Board in November 2025. The Board Charter and the Board Committees' TOR are made available for reference on MAXIM's corporate website at www.maximglobal.com.my or please scan the QR code below for more information: SCAN ME
Explanation for departure :	
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Intended Outcome

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

Practice 1.2
A Chairman of the board who is responsible for instilling good corporate governance practices, leadership and effectiveness of the board is appointed.

Application	:	Applied
Explanation on application of the practice	:	The Chairman is appointed by the Board and the role of the chairman is clearly defined in the Board Charter. The Board is led and chaired by YBhg Tan Sri Datuk Dr Abdul Samad bin Haji Alias, a Senior Independent Non-Executive Director. As Chairman of the Board, he assumes a leadership role on the Board, who is primarily responsible for promoting good corporate governance and the orderly conduct and function of the Board. The Chairman's roles and responsibilities include, among others, providing leadership to the Board, monitoring and managing the effectiveness of the Board's proceedings, facilitating discussion of relevant issues, ensuring the quality and timely dissemination of information to facilitate decision making, encouraging Directors to play an active role in the Board deliberations/activities, engaging with Shareholders of the Company and liaison with the Group Managing Director and Company Secretaries on the agenda for Board meetings. The Chairman also ensures the effectiveness of Board deliberation by facilitating constructive discussions and allocating adequate time for the consideration of matters tabled at Board meetings. He ensures that issues raised are thoroughly deliberated and that clear conclusions and directions are reached by the Board. YBhg Tan Sri Datuk Dr Abdul Samad bin Haji Alias is a strong advocate of good corporate governance. He works closely with the Group Managing Director, to set the appropriate "tone from the top", providing leadership and guidance to Management in fostering a culture of integrity, accountability and transparency, as well as in establishing and monitoring robust corporate governance practices across the Group. The detailed profile of the Chairman is disclosed in the Profile of Directors section contained in the Company's Annual Report. The detailed roles and responsibilities of the Chairman is disclosed in the Corporate Governance Overview Statement contained in the Company's Annual Report.

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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	:	To ensure balance of authority and power, the role of Chairman and the Group Managing Director who also serves as the Chief Executive Officer, are separate and distinct, and are held by two (2) different individuals. This separation facilitates a clear delineation of roles and responsibilities and promotes a balance distribution of power and authority to promote accountability, as promulgated in the Board Charter. The position of Chairman is held by YBhg Tan Sri Datuk Dr Abdul Samad bin Haji Alias, the Senior Independent Non-Executive Director, while the position of Group Managing Director is held by YBhg Tan Sri Datuk Seri Gan Seong Liam. This clear separation of roles promotes an appropriate balance of power and authority, enhances accountability in decision-making, and facilitates a clear delineation of responsibilities between the Board and Management. The Chairman primarily leads the Board in providing collective oversight of the Management, ensuring the effective discharge of the Board's governance responsibilities. Meanwhile, the Group Managing Director is responsible for the day-to-day management of the Group's business operations and the implementation of the Group's strategies and policies. There are no family relationships between them. The detailed roles and responsibilities of the Chairman and Group Managing Director are also disclosed in the Corporate Governance Overview Statement contained in the Company's Annual Report. The Board Charter is made available for reference on MAXIM's corporate website at www.maximglobal.com.my or please scan the QR code below for more information: SCAN ME

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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

<table>
<tr><td colspan="3">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'.</td></tr>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Chairman, YBhg Tan Sri Datuk Dr Abdul Samad bin Haji Alias, is not a member of the Audit Committee ("AC") or the Nomination and Remuneration Committee ("NRC").

He does not participate in any meetings of the AC or NRC.</td></tr>
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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.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">The Company has on board two (2) suitably qualified and experienced company secretaries for the Group, one of them Ms Chew Mei Ling, is a member of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA 7019175, SSM PC No.: 201908003178) whilst the other, Mr Pow Tuck Weng, is a member of the Malaysian Institute of Accountants (MIA 8046, SSM PC No.: 201908003412).

Both company secretaries are accessible to the Board at all times and play a key supportive role in facilitating the effective functioning of the Board, by ensuring adherence to the Company's Constitution and procedures. The Company secretaries also advise the Board on relevant corporate governance matters, sustainability developments as well as compliance with the applicable laws, relevant regulatory requirements, codes or guidelines, while facilitating the timely flow of information from Management to Board.

The company secretaries further advise and guide the Directors on their statutory and fiduciary duties, amongst others, obligations to disclose their interests in securities, disclosure of any actual and potential conflict of interests and remind/notify Directors on the prohibition in dealing in the Company's securities during the close periods.</td></tr>
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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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">Complete meeting papers are circulated to the Board and the Board Committees, in electronic form at least seven (7) calendar days prior to the scheduled meeting and followed by hard copy as stated in the Board Charter. This was achieved by the Company throughout the financial year ended 31 December 2025.

The meetings of the Board and the board committees are properly minuted and circulated to all Board members.

Minutes of meetings are circulated and confirmed as a correct record by the Board and Board Committees at the following meeting. This was practised by the Company for the financial year ended 31 December 2025.</td></tr>
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Intended Outcome

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

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

Practice 2.1

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

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

Application	:	Applied
Explanation on application of the practice	:	The Company has in place a Board Charter and Schedule of Matters Reserved that set out, among others, the responsibilities, duties, authorities, procedures, evaluations, governance, and structure of the Board and Board Committees. The roles and responsibilities of the Board, Chairman, Group Managing Director (who also serves as the Group Chief Executive Officer), Independent Directors, and Board Committees are clearly defined in the Company's Board Charter. The relationship between the Board and the Management is also set out in the Company's Board Charter. The Company's Board Charter is subjected to periodic review at least once every three (3) years or as and when required, to ensure that it remains aligned with best practices in Corporate Governance as recommended in the MCCG, the provisions in the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, as well as any applicable laws, regulations and the Board's objectives. The Board Charter and Schedule of Matters Reserved, both were recently reviewed and enhanced by the Board in November 2025. The TOR of the Board Committees were last reviewed and adopted by the Board at its meeting held in May 2024, except for the TOR of NRC which was recently reviewed in February 2026. The Board Charter and Schedule of Matters Reserved are available on the Company's website at www.maximglobal.com.my or please scan the QR code below for more information: SCAN ME

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Intended Outcome

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

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

Practice 3.1

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

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

Application	:	Applied
Explanation on application of the practice	:	The Company's Corporate Code of Conduct sets out the principles and provide guidance on ethical behaviours, business and lawful conduct of the Board and the Group's employees. The Group-wide Corporate Code of Conduct which was recently reviewed and approved by the Board at its meeting held in November 2025. The Company has put in place an Anti-Bribery and Anti-Corruption ("**ABAC**") Policy in compliance with Section 17A of The Malaysian Anti-Corruption Commission (Amendment) Act 2018 since May 2020. The Group has implemented controls (adequate procedures) guided by the "Guidelines on Adequate Procedures" issued by the Prime Minister's Department. This was then disseminated to all employees and business associates of the Group. The Group's ABAC Policy was recently reviewed, revised and approved by the Board at its meeting held in August 2025. The Group introduced for compliance with ABAC Policy, the "Register of Gift/Hospitality" a declaration form to declare all form of gifts and hospitality received from third parties and/or provided to third parties. Both of the Corporate Code of Conduct and ABAC Policy are available on the Company's website at www.maximglobal.com.my or please scan the QR code below for more information: SCAN ME

	The Group has implemented a Conflicts of Interest Policy since 2017 which was recently reviewed, revised and approved by the Board in November 2025. All personnels including Directors of the Group, are subject to this policy are required to make an annual declaration, or as and when any conflict, potential or perceived conflict of interest arises. This is to ensure that any conflict of interest is properly identified and managed, and that business decisions are made in the best interests of the Group. With effect from the commencement of the preceding financial year, on the recommendation of the AC, in improving governance on declaration of conflict of interest, each and every Board member is required to declare his/her subsisting conflict of interest and any envisaged potential conflict of interest (including potential and actual, perceived and persisting) at the commencement of every Board meeting. This was adhered to by the Board during the financial year under review and the AC is not aware of any material conflict of interest and potential conflict of interest involving Directors, key Senior Management and Legal representative of MAXIM and the Group except as disclosed in the Annual Report. This ensures compliance with Notes/Guides ICN 1/2023 "Guidance on Conflict of Interest" issued by Bursa Malaysia Securities Berhad, by seeking each Board member to make a declaration at the commencement of every Board meeting in relation to any subsisting conflict of interest and/or any envisaged potential conflict of interest and the same subject to review by the AC.
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Intended Outcome

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

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

Practice 3.2

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

Application	:	Applied	
Explanation on application of the practice	:	The Board recognises the importance of having a Whistleblowing Policy in place, which provides a formal and confidential channel for employees and members of the public to report, in good-faith any suspected instances of unethical, unlawful or improper/undesirable conduct. Our Whistleblowing Policy aims to encourage the disclosure of genuine concerns while ensuring that whistleblowers are protected from any form of reprisal or retaliation. The Company has in place a Whistleblowing Policy which was disseminated to all employees and Directors of the Group since 2017. The Whistleblowing Policy was recently reviewed, revised and approved by the Board in August 2025 and it is available on the Company's website at www.maximglobal.com.my or please scan the QR code below for more information: SCAN ME	
Explanation for departure	:		
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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	:	Sustainability is the core value of the Group. The Board holds overall responsible for overseeing the Group's sustainability development based on the Group's sustainability agenda, and ensuring that sustainability considerations (strategies and goals) are embedded in the Group's strategies, business operations and long-term objectives. In fulfilling this responsibility, the Board ensures that the Group's sustainability strategies and targets are effectively implemented through the active participation of Management and operational levels across the organisation. The Board undertakes this oversight role over the Group's sustainability efforts, including formulation of sustainability strategies and the management of material sustainability matters, through the Sustainability & Risk Management Committee ("**SRMC**"). The SRMC is responsible to review and recommend to the Board for approval of relevant policies, framework and initiatives that guide the development and implementation of the Group's sustainability practices. These includes overseeing sustainability planning, monitoring performance, and reviewing long-term strategies to ensure that the Group remains resilient, continues to delivers sustainable value and maintains the confidence of its stakeholders. The Board has conducted a high-level review of the Sustainability Workplace Policy/Guide adopted since year 2020, and subsequently revised and formalised the Group's Sustainability Policy in August 2025 during the financial year under review, following the recommendation of the Group's Internal Auditors. The Group's Sustainability Policy articulates its commitment to integrating Sustainability-Related Risks and Opportunities into all aspects of our property development and construction activities.

	Our Sustainability Policy provides a structured framework to guide the Group's sustainability strategy, decision-making processes and operational practices. It reinforces our commitment to long-term sustainable development and the creation of enduring value for our Stakeholders. The Board has set up a management team on the integration of sustainability considerations into the day-to-day business operations in the Group, namely Risk, Compliance and Sustainability Management Team ("**RCSMT**"). The RCSMT, comprises senior management who are responsible in implementing the sustainability initiatives, strategies and plans within the organisation. The RCSMT is led by the Deputy Managing Director and has its meeting at least once a year to discuss the sustainability matters within the organisation. The Board oversees and endorses the Group's sustainability strategy, key economic, environmental, social and governance ("**EESG**") focus areas and key performance indicators ("**KPI**"), which are guided by clear commitments, goals, targets and established action plans. Climate change and sustainability strategies are anchored by a materiality assessment and tracked through the Group's EESG performance metrics. Additionally, sustainability-related risks and opportunities are identified and assessed across the Group's value chain over the short, medium and long-term. The management personnel from various Business Units, divisions and departments are responsible for managing and monitoring the sustainability matters in the business operations to ensure the Group's continued progress and improvement in the EESG aspects.
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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	:	MAXIM's sustainability strategies, priorities, targets and performance are communicated regularly to internal and external stakeholders through various channels. **I) Sustainability Statement** Through the Group's Sustainability Statement, both internal and external key Stakeholders are aware of the Group's sustainability initiatives, its goals and performance. The Group's Sustainability strategies, priorities, and targets (Sustainability Key Performance Indicator) as well as the Group's Sustainability performance are communicated to both its internal and external Stakeholders via the Company's Annual Report. Updates on the sustainability initiatives during the financial year under review are disclosed under the Group's Sustainability Statement in its Annual Report. **II) Sustainability Policy** The Group's Sustainability Policy articulates its commitment to integrating EESG considerations into its business operations and decision-making processes. The Sustainability Policy is aligned with applicable Malaysian laws and regulations, the Main Market Listing Requirements ("**MMLR**"), as well as relevant national and international sustainability frameworks. It serves as a guiding framework for responsible, ethical and sustainable business practices across the Group, which aims to ensure that the Group's growth and long-term value creation are achieved in a manner that balances economic performance with environmental stewardship, social well-being and sound governance. **III) Sustainability Engagement (SRMC & RCSMT Meeting)** Meetings are conducted to review the Group's sustainability priorities and targets in the form of sustainability KPI, with representation from various Business Units reporting to the RCSMT to facilitate effective implementation. Progress on EESG initiatives is routinely reported to the SRMC through the sustainability governance structure for deliberation and guidance before the same is escalated to the Board.

	IV) Sustainability KPI Awareness / Engagement Session Sustainability KPI set during each financial year were escalated to every internal stakeholder on its performance/progress against the established Sustainability KPI, through the Group's internal communication efforts (ie. townhall sessions, progress emails and internal communication channels). This ensures that employees at all levels are well-informed of the Group's EESG initiatives, plans and KPI that align with the Group's broader sustainability agenda. This communication channel ensures that the latest initiatives and objectives are effectively communicated across the Group, and enable a better understanding of the Group's aspirations, achievements and progress in its sustainability journey. Our employees are supportive to the implementation of the sustainability initiatives set out by the Management on the day-to-day operations. The Head of Departments of each business divisions are responsible for the implementation of the sustainability matters within their own business divisions respectively. **V) Stakeholders' Engagement (External & Internal Stakeholders)** Stakeholders' Engagement is conducted periodically while the formal comprehensive Stakeholders' Engagement of the Group's Sustainability Material Matters was conducted biennially. The latest engagement with the Group's Stakeholders was conducted during the preceding financial year. Through our engagement processes with stakeholders, we actively seek and consider our stakeholders' perspectives and concerns, prioritising issues which are aligned with the Group's values and fostering the development of sustainability initiatives. MAXIM's sustainability strategies, priorities and targets as well as performance are developed after a careful review of outcomes from the materiality assessment exercise and engagements with our key internal and external Stakeholders via the Group's Stakeholders' Engagement of 2024/2025. Our Stakeholders' engagement was carried out through various channels on an ongoing basis, such as trainings, workshops, performance appraisals, company events, electronic survey forms, staff engagement, supply chain engagement, management meetings, company policies, corporate website, annual report, general meetings, announcements and so on. This enables us to gain a better understanding of our key Stakeholders evolving needs and expectations, thereby assisted us to prioritise on matters of high EESG priority.

	The comprehensive description of MAXIM's Stakeholder groups, engagements and targets are as set out in the Sustainability Statement in the Company's Annual Report which is available on the Company's website at www.maximglobal.com.my or please scan the QR code below for more information: SCAN ME	
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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.

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<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Board possesses sufficient understanding and knowledge of sustainability matters that are relevant and pragmatic to the Group and its key business activities.

In order to continuously enhance the Board’s professional development and oversight in sustainability area, the Board and senior management are encouraged to attend various training programmes to strengthen their understanding of sustainability-related issues affecting the organisation.

An annual review on the sustainability-related risks and the corresponding mitigation plans is conducted across all its active Business Units and Segments, as well as all the Functional Units.

The Board via the SRMC and RCSMT, receives regular updates on sustainability-related developments issued by the regulators. In addition, all Directors have to attend Part II of the Mandatory Accreditation Programme (“MAP”) in relation to sustainability and the related roles of a director in overseeing sustainability matters, as prescribed by Bursa Malaysia Securities Berhad.

The MAP aims to provide Directors with the foundation to effectively address sustainability-related risks and opportunities, and to enhance their oversight of the Group’s material sustainability matters.</td></tr>
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Intended Outcome
The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.4
Performance evaluations of the board and senior management include a review of the performance of the board and senior management in addressing the company's material sustainability risks and opportunities.

Application	:	Applied
Explanation on application of the practice	:	The performance evaluations of the Board and Senior Management in regard to the sustainability-related risks and opportunities were based on the Group's Sustainability Policy, and on our sustainability objectives. The ten (10) Key Sustainability Matters which are made available under the Sustainability Statement in the Company's Annual Report comprise: • Economic Performance • Regulatory Compliance • Product Quality, Branding and Reputation • Ethics, Integrity, Governance and Responsible Business Practices • Procurement Practices • Occupational Health and Safety • Labour Practice and Employees' Welfare • Community Investments • Environmental Footprint • Cybersecurity and Customers' Privacy The Board's performance evaluation for financial year ended 31 December 2025 includes assessment on sustainability-related risks and opportunities, as well as the performance of the Board and Senior Management in addressing the Group's sustainability strategies and its material sustainability-related risks and opportunities. MAXIM had conducted a materiality survey with the key internal Stakeholders, middle, senior and top management as well as Stakeholders' Engagement with others external key Stakeholders to identify matters that reflect the EESG impacts across the Group's business operations via the Group's initiative of "Stakeholders' Engagement of 2024/2025". In order to ensure that the sustainability risks and opportunities remain current and relevant, the Sustainability Material Matters identified and the outcomes of the "Stakeholders' Engagement of 2024/2025" were assessed and the updates are reflected on the Group's Sustainability Materiality Matrix. Senior Management then implements strategies and targets against the Materiality Matrix in accordance with its priorities.

	The Group's Sustainability Materiality Matrix are as set out in the Sustainability Statement in the Company's Annual Report which is available on the Company's website at www.maximglobal.com.my or please scan the QR code below for more information:	
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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	:	The Board has established the RCSMT, which is led by the Group Deputy Managing Director and advised by the Corporate Affairs Department, to undertake the implementation, management and monitoring of sustainability matters within the Group. The RCSMT is responsible for coordinating and implementing, sustainability-related initiatives and addressing sustainability issues across the organisation. Any material sustainability matters identified by the RCSMT are reported to the SRMC for review, and where appropriate, escalated to the Board for deliberation and/or approval.

Intended Outcome

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

Practice 5.1

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

Application	:	Applied
Explanation on application of the practice	:	The primary objective of the NRC is to assist the Board in establishing and implementing formal and transparent procedures for the selection and appointment of Directors, as well as in assessing the effectiveness of the Board, Board Committees and the contributions and performance of individual Directors. The roles and responsibilities of the NRC include, among others, assisting the Board to implement procedures for the selection and appointment of Directors, ensuring that the Board comprises individuals with the requisite skills, knowledge, experience, professional expertise and character, and evaluating the effectiveness of the Board as a whole, its Board Committee and individual Directors. The Company has in place a Nomination Policy, which was recently reviewed, revised and approved in February 2026, to guide members of the NRC and the Board in the discharge of their respective duties. The key activities of the NRC include among others, the following: (i) Assess the effectiveness of the Board and Board Committees, both as a whole, including the tenure of office, competency and performance; (ii) Evaluate the contribution and performance of Directors, individually including level of time commitment; (iii) Review the independence of Independent Directors, via respective declaration of independence and disclosure of conflict of interest; (iv) Review and recommend the re-election of Directors who will be retiring at the Annual General Meeting and appointment of new directors (if any), both taking into account the requirements of the Fit & Proper Policy;

	(v) Review and recommend the retention of Independent Directors who exceed the nine (9) years but less than twelve (12) years tenure, if any; (vi) Review and recommend remuneration package including salaries and perks of Executive Directors and Senior Management; (vii) Review and recommend the Directors’ fees and benefits paid to Non-Executive Directors; (viii) Review and recommended on the training needs for the Board and Board Committees; (ix) Deliberate, assess and recommend the appointment of additional Director(s); and (x) Deliberate, assess and recommend on the need to refresh the composition of the Board and Board Committees to ensure continued effectiveness and appropriate balance of skills, experience and independence. The NRC has during its meeting in February 2026 discharged their duties by performing all the above key activities. For further details, kindly refer to the Corporate Governance Overview Statement (“**CG Overview Statement**”) which can be found in the Company’s Annual Report. Further, the Board has evaluated the recommendations of the NRC and after considering the findings of the NRC, the Board concurred with the NRC’s recommendations and opined that the Board and Board Committees possess the requisite expertise and benefit from a broad matrix of experience across diverse disciplines. The Board further noted that each individual Director has demonstrated competence in his/her respective fields and a high level of commitment, as evidenced by their time dedication and active participation. The Board Committees have discharged their responsibilities effectively and have demonstrated the ability to deliberate matters openly and independently, hence, was satisfied that the Board and Board Committees were effective as a whole. Whilst Independent Directors have demonstrated independence and given the circumstances, concluded that the existing composition of the Board and Board Committees remain appropriate and should be maintained for the ensuing year.

<table>
<tr><td></td><td colspan="2">The TOR of the NRC was recently reviewed, revised and approved in February 2026, which is available on the Company's website at www.maximglobal.com.my or please scan the QR code below for more information:</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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	:	As at the date of this Corporate Governance Report ("**CG Report**"), the Board has complied with Practice 5.2 where at least half comprises Independent Non-Executive Directors ("**INEDs**"). Five (5) out of ten (10) Directors are INED, hence constituted 50% of the Board as at the date of this Report. The changes in the composition of the Board were mainly attributable to the mandatory redesignation of Mr Derek John Fernandez from INED to Non-Independent Non-Executive Director following his cumulative tenure of more than twelve (12) years as an INED of the Company, as at 26 March 2026. This redesignation was undertaken in accordance with the Enhanced Listing Requirements, MCCG, and the Group's Board Charter relating to the tenure of independent directors. All INEDs have satisfied the independence requirement under the MMRL of Bursa Malaysia Securities Berhad ("**Bursa Securities**"). The composition of the Board has also complied with Paragraph 15.02(1) of MMLR.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 5.3
The tenure of an independent director does not exceed a cumulative term limit of nine years. Upon completion of the nine years, an independent director may continue to serve on the board as a non-independent director.

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

Application	:	Applied	
Explanation on application of the practice	:	None of the Independent Directors has served more than nine (9) years on the Board except for both YBhg Tan Sri Datuk Dr Abdul Samad bin Haji Alias and Mr Derek John Fernandez who both will exceed the cumulative term of twelves (12) years, from 15 May 2026 and 26 March 2026, respectively. Pursuant to the Enhanced Listing Requirements, MCCG, and the Group's Board Charter, Mr Derek John Fernandez has been redesignated as Non-Independent Non-Executive Director effective from 26 March 2026. Whilst YBhg Tan Sri Datuk Dr Abdul Samad bin Haji Alias will be redesignated as Non-Independent Non-Executive Director with effect from 15 May 2026.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 5.4 - Step Up
The board has a policy which limits the tenure of its independent directors to nine years without further extension.

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

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

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

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

Application	:	Applied
Explanation on application of the practice	:	MAXIM provides equal opportunity to candidates who have the necessary skills, experience, knowledge, competencies and other attributes regardless of gender, ethnicity and age. The Board is aware of the importance of boardroom and workforce diversity and is supportive of the recommendation of MCCG and established the boardroom and workforce gender diversity policy via the Diversity and Inclusion Policy adopted by the Group since 2023, which was recently reviewed, revised and approved by the Board on February 2026. The Board acknowledges and supports the importance of promoting diversity in its composition and acknowledged that adopting a diverse Board and Senior Management would bring value-added impacts on the Company. While the Board affirms the importance of boardroom and Senior Management diversity, the appointments by the Board have always been based on merit. The Board had since March 2018 established a Nomination Policy for Members of the Board, which was recently reviewed, revised and approved in February 2026, where it provided among others the consideration of diversity in skills, experience, age, cultural background and gender in the nomination for appointment of new Directors. Under the TOR of the NRC, the candidature of Directors and appointment of Directors to Board Committees are made after taking into consideration the following criterions: • the candidate’s resume or curriculum vitae, qualification and time commitment to effectively discharge his/her role as a Director of the Company;

<table>
<tr><td></td><td colspan="2">

- satisfied fit and proper criteria such as character, integrity, competence, wisdom, existing number of board positions, teamwork understanding of the business environment and in the case of candidates for the position of Independent Non-Executives Directors, the independence and ability to discharge such responsibilities as expected from the Independent Non-Executive Director;
- whether the candidate has any conflict of interest and/or potential conflict of interest with the Group; and
- any other relevant criteria as may be determined by the NRC from time to time.

For the financial year under review, no politicians were appointed to the Board or any appointment made that may cast doubt on the integrity and governance of the Company, as the Company may be aware of.

During the financial year under review, there were no new appointment of Directors.
</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Nomination Policy provides that potential candidate for the appointment of Directors may be sourced either:

(i) based on recommendation by existing Directors, Senior Management, Shareholders; or
(ii) via independent executive search firms.

The final decision on the appointment of a candidate recommended by the NRC rests with the Board. The NRC assessed and recommended the Directors' appointment based on their qualifications, experience, and skills to address the Board's competency gap and support succession planning.

During the financial year under review, there were no new appointment of Directors.

The Group is committed to explore on using independent executive search firms in the future, should the need arise.

The Nomination Policy was last reviewed, revised and approved by the Board in February 2026.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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

Practice 5.7
The board should ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director. This includes details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of the listed company as a whole. The board should also provide a statement as to whether it supports the appointment or reappointment of the candidate and the reasons why.

Application	:	Applied
Explanation on application of the practice	:	Shareholders are provided with sufficient information on the appointment and re-appointment of Directors. Such information is provided under the Explanatory Notes on the Notice of Fifty-Seventh Annual General Meeting ("**57th AGM**"), which can be found in the Company's Annual Report. For the forthcoming Annual General Meeting, the Board has provided a statement in support for the reappointment of Tan Sri Datuk Seri Gan Seong Liam, Gan Kuok Chyuan and Asriah binti Shaari under the Explanatory Note to the Notice of the 57th AGM and also in the CG Overview Statement which can be found in the Company's Annual Report. Their re-appointments were after considering among others, their satisfactory performance, discharged their duties and responsibilities satisfactorily and independent (for Independent Non-Executive Director). The profiles of the Directors, including their professional qualifications, work experiences and interest in the Company (if any) are set out in the Profile of Directors' section of the Company's Annual Report.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

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

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

Application	:	Applied	
Explanation on application of the practice	:	The NRC is chaired by Pn Asriah binti Shaari, who is an Independent Non-Executive Director.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 5.9
The board comprises at least 30% women directors.

Application	:	Applied
Explanation on application of the practice	:	The Board currently comprises ten (10) Directors, of which three (3) out of ten (10), or 30% of the Board are women. The Board is aware of the importance of boardroom diversity and is supportive of the recommendation of MCCG and established the boardroom gender diversity policy via the Diversity and Inclusion Policy adopted by the Group since February 2023, recently reviewed, revised and approved by the Board in February 2026. The Board acknowledges and supports the importance of promoting diversity in its composition and acknowledged that adopting a diverse Board would bring value-added impact to the Company. However, the appointments to the Board are always been based on merit where skills, experience, knowledge, background, competencies and ability remain as the prevailing selection criteria. The Board constantly advocates fair and equal participation and opportunity for all individuals of the right calibre. In evaluating a prospective candidate as Director, the concept of meritocracy is applied, taking into account the candidate's skills, knowledge, competency, character, integrity, time commitment, number of directorships held and experience of the candidate in meeting the Company's needs, including where appropriate, his or her ability to act as Independent Director (for Independent Non-Executive Director), as the case may be. However, the Board has not set the gender target and measures in the Diversity and Inclusion Policy to meet the aforesaid targets of 30%. As the Group promotes equality and non-discrimination, any gender representation shall reflect and be in the best interest of the Group. The Board, at all-time satisfied Paragraph 15.02(1)(b) of the MMLR, of at least one (1) member of the Board shall be of a female gender and practices non-discriminatory based on gender, race or religion in line with the Article 8 of the Federal Constitute of Malaysia. The Board endeavour to ensure that its Board composition reflects the diversity as recommended by MCCG, as best as it can, in achieving the Group's goal.

	The Board is guided by the principles of meritocracy and fairness with regards to appointment of Directors and Senior Management, where there is no preference with regards to ethnicity, gender and/or age. Similarly, the appointment and promotion of all employees are based on the same principles.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 5.10
The board discloses in its annual report the company's policy on gender diversity for the board and senior management.

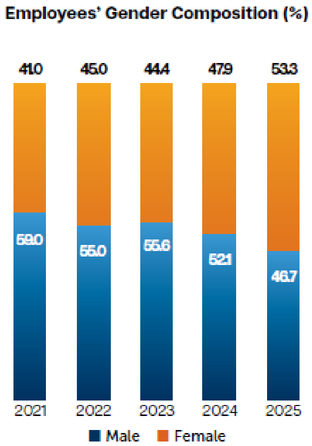
Application	:	Applied
Explanation on application of the practice	:	The Board acknowledges the importance of boardroom diversity, including gender diversity, in bringing value-added impacts on the Company. The Board has since February 2023 established and adopted the Diversity and Inclusion Policy governing the Group's policy on gender diversity for both the Board and Management. The Diversity and Inclusion Policy was recently reviewed, revised and approved by the Board in February 2026. The Board discloses the application of Diversity and Inclusion Policy, the governing the Company's gender diversity for the Board and Senior Management in the Annual Report under the CG Overview Statement. The Group's Diversity and Inclusion Policy is available on the Company's website at www.maximglobal.com.my or please scan the QR code below for more information: SCAN ME However, the Board has not set the gender target and measures in the Diversity and Inclusion Policy, and was of the view that the requirement to have a set or a specific number of genders in the Board and Senior Management violates Article 8 of the Federal Constitution which does not permit gender discrimination in any form of laws, regulations and/or directives. The Board is of the opinion that gender is irrelevant to any appointments and that the Company practises non-discrimination on gender, race or religion in all appointments and will endeavour to ensure that its Board and Senior Management's composition reflects the diversity as recommended by MCCG, as best as it can, in achieving the Group's objective.

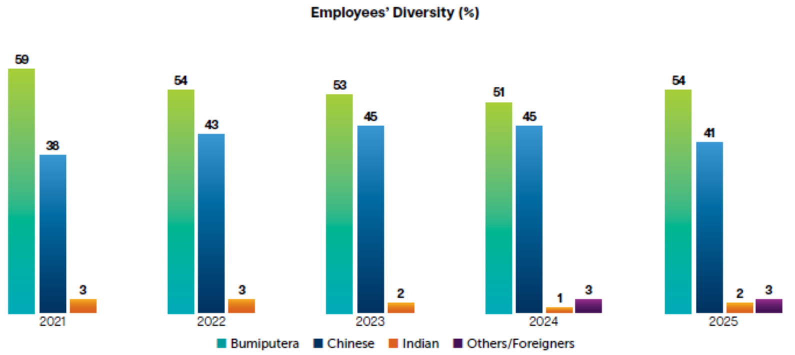
Notwithstanding the above, the Group since inception practises non-discrimination on gender, race, age or religion in all appointments. Especially on gender, these are all reflected on various related policies for Board and Management, amongst others as follows:

i) Board Charter;
ii) Nomination Policy; and
iii) Employee Handbook.

The Group's employee diversity is tracked as one of the Group's Sustainability goals and is elaborated in the Group's Sustainability Statement section of the Company's Annual Report.

Below is the workforce diversity of the Group for the financial year under review:





Note: Based on the above, there are no disability amongst our employees

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

Intended Outcome

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

Practice 6.1

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

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

Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.	
Application :	Applied
Explanation on application of the practice :	The NRC has developed criteria to assess the effectiveness of the Board, the Board committees and individual Director. The evaluation on the Board's effectiveness is carried out via the Annual Board Performance Assessment ("**BPA**"). The BPA encompasses the assessment on the effectiveness of the Board as a whole, including the effectiveness of each Board committee and individual Directors. The BPA also reviews the performance of Management in supporting the Board. The Company's BPA exercise processes include completing questionnaires, seeking for additional comments and feedbacks and collating the answers received. The NRC will then review and deliberate on the outcome of the assessment and focuses on replies to questions that received scores below average. Additional comments and feedbacks are also deliberated by the Board. Where necessary, recommendations are agreed upon in addressing/ mitigating the above questions that received scores below average, additional comments and/or additional feedback, as the case may be. Interviews with the Directors will be undertaken by the Chairman, where necessary. The NRC has during the financial year under review enhanced the BPA with further clarity on the assessment questionaries. This assessment focus mainly on the Executive Directors, on strategy framework including sustainability-related risks and opportunities, competency and composition, management support and last but not least, on its individual performance.

	The above were performed by the NRC during its meeting in February 2026 and escalated to the Board for deliberation in the same month. The NRC has during its meeting in February 2026 discharged their duties by performing the above annual evaluation. For further details including resulting outcome and actions taken, kindly refer to the CG Overview Statement which can be found in the Company's Annual Report.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

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

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

Practice 7.1

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

Application :	Applied
Explanation on application of the practice :	The Company has in place a Remuneration Policy and Procedures setting out the guidelines on the remuneration of the Directors (for both Executive and Non-Executive Directors) and Senior Management. The objective of the Remuneration Policy and Procedures is to establish the appropriate levels of remuneration that enable the Group to attract and retain talented and suitably qualified individuals in line with the Group's long-term business strategies. The Remuneration Policy and Procedures are periodically reviewed by the NRC to ensure their effectiveness and continued relevance. The Remuneration Policy and Procedures was recently reviewed and enhanced by the by both, the NRC and the Board at their respective meetings held in February 2026. The enhancements include the incorporation of Sustainability considerations as an additional criterion in determining remuneration. The remuneration for the Non-Executive Directors comprises Directors' fees and meeting allowances are reviewed by the NRC and the Board before recommending to the shareholders for approval. The remuneration information of the Executive Directors, Non-Executive Directors and Senior Management are disclosed under the CG Overview Statement of the Company's Annual Report and in this CG Report.

	The Remuneration Policy and Procedures is available on the Company's website at www.maximglobal.com.my or please scan the QR code below for more information:	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

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

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

Practice 7.2

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

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

Application	:	Applied
Explanation on application of the practice	:	NRC has been established by the Board, comprising entirely Independent Non-Executive Directors during the financial year under review. The NRC has been entrusted by the Board to determine that the levels of remuneration are sufficient to attract and retain Directors and Senior Management in managing the business of the Group. The NRC has a TOR which clearly sets out its authority and duties. The Remuneration Policy and Procedures, which was recently reviewed and enhanced by the NRC and the Board at their respective meeting held in February 2026, sets out the roles and responsibilities of the NRC. The NRC's TOR and Remuneration Policy and Procedures are available for reference on the Company's website at www.maximglobal.com.my or please scan the QR code below for more information: SCAN ME

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

Intended Outcome

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

Practice 8.1

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

Application	:	Applied
Explanation on application of the practice	:	The disclosure on named basis of the remuneration of individual Directors received/receivable from the Company and the Group during the financial year ended 31 December 2025 is set out in the table below: Also included the remuneration of the Group Chief Executive Officer who is represented by the Group Managing Director, Tan Sri Datuk Seri Gan Seong Liam.

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	Tan Sri Datuk Dr Abdul Samad bin Haji Alias	Independent Director	115	3	Input info here	Input info here	21	Input info here	139	115	3	Input info here	Input info here	21	Input info here	139
2	Tan Sri Datuk Seri Gan Seong Liam	Executive Director	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	1310	770	23	Input info here	2103
3	Gan Kuok Chyuan	Executive Director	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	786	462	35	Input info here	1283
4	Chai Chang Guan	Executive Director	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	48	138	34	Input info here	Input info here	220
5	Derek John Fernandez	Independent Director	99	5	Input info here	Input info here	Input info here	Input info here	104	99	5	Input info here	Input info here	Input info here	Input info here	104
6	Asriah binti Shaari	Independent Director	99	6	Input info here	Input info here	Input info here	Input info here	105	99	6	Input info here	Input info here	Input info here	Input info here	105
7	Abraham Verghese A/L T V Abraham	Independent Director	99	5	Input info here	Input info here	Input info here	Input info here	104	99	5	Input info here	Input info here	Input info here	Input info here	104
8	Gan Kok Wei	Executive Director	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	202	85	7	Input info here	294
9	Datuk Noel John A/L M. Subramaniam	Independent Director	62	4	Input info here	Input info here	Input info here	Input info here	66	62	4	Input info here	Input info here	Input info here	Input info here	66
10	Azizah binti Ujang	Independent Director	52	2	Input info here	Input info here	Input info here	Input info here	54	52	2	Input info here	Input info here	Input info here	Input info here	54
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
14	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
15	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

Intended Outcome

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

Practice 8.2

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

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	The Board has carefully considered these recommendations, and was of the opinion that in the interests of the Group and the employees concerned, the present disclosure as explained above is sufficient for stakeholders' assessment and further disclosure of top five (5) senior management's remuneration on a named basis will be detrimental to the Group. Such disclosure could give rise to personal security concerns and increase the risk of talent poaching, particularly in view of the limited pool of individuals possessing specialised skill sets relevant to the Group's operations. The Board is also mindful of the importance of retaining key talent of Senior Management to drive the Group's long-term strategic objectives. Accordingly, the Board believes that non-disclosure on a named basis is in the best interest of the Group and of the Company.
		The Company opined that it has "**partially applied**" instead of full departure on below grounds: • company has disclosed on a no-named basis of the Group's top five (5) Senior Management by band of RM50,000; and • further disclosures were made on positions held by the top five (5) Senior Management employees who are covered under the above remuneration bands. The Board is of the opinion that above alternative disclosure as appearing in the CG Overview Statement of the Company's Annual Report provided sufficient transparency to enable Stakeholders to assess whether the remuneration of the Senior Management is fair, competitive and commensurate with the complexity of the Group's operations, their respective responsibilities and the Group's performance.

	For further details on the remuneration of the Group's top five (5) Senior Management on no-named basis by band of RM50,000, kindly refer to the CG Overview Statement of the Company's Annual Report.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe :	Choose an item.	

No	Name	Position	Company					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Senior Management 1	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	300,001-350,000
2	Senior Management 2	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	350,001-400,000
3	Senior Management 3	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	500,001-550,000
4	Senior Management 4	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	500,001-550,000
5	Senior Management 5	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	550,001-600,000

Intended Outcome

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

Practice 8.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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

Intended Outcome
There is an effective and independent Audit Committee.

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

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

Application :	Applied	
Explanation on application of the practice :	Mr Derek John Fernandez, the Chairman of the AC, is not the Chairman of the Board for the financial year under review.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">None of the present members of AC is a former key audit partner.

The requirement for a former key audit partner of the external audit firm to observe a cooling-off period of at least three (3) years before being appointed as a member of the AC, is stipulated in the TOR of the AC.

The TOR of the AC is available on the Company's website at www.maximglobal.com.my or please scan the QR code below for more information:</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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 :	This policy is stipulated in the TOR of the AC which is available on the Company's website at www.maximglobal.com.my or please scan the QR code below for more information: SCAN ME The AC has at its meeting in March 2026 undertaken an assessment of the suitability, objectivity and independence of the External Auditors for the ensuing year. The assessment and review included the review of the Transparency Report for the financial year ended 31 December 2024 issued by the External Auditors and the AC was satisfied with the External Auditors' governance structure, system of quality management and monitoring process as well as leadership structure contained therein.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted
Explanation on adoption of the practice	:	The AC comprises solely of Independent Non-Executive Directors for the financial year under review. All four (4) members of the AC are Independent Non-Executive Directors throughout the financial year under review. i) Derek John Fernandez, *Chairman* ii) Asriah binti Shaari, *Member* iii) Abraham Verghese A/L T V Abraham, *Member* iv) Datuk Noel John A/L M Subramaniam, *Member* For further details on the AC, kindly refer to the AC Report of the Company's Annual Report.

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	:	The AC members possess the necessary skills and knowledge to discharge their duties in accordance with the TOR of the AC. The AC Chairman and all of its members are financially literate and they able to understand matters under the purview of the AC including the financial reporting process. They are expected to devote sufficient time to update their knowledge and enhance their skills through appropriate continuing education programmes, so as to enable them to sustain their active participation during deliberations. The Chairman of the AC, Mr Derek John Fernandez is a Lawyer by profession. Puan Asriah binti Shaari was the former Director of the Malaysian Tax Academy of the Inland Revenue Board of Malaysia. Mr Abraham Verghese A/L T V Abraham is a qualified Accountant and has been in the auditing/accounting profession for more than 37 years and as financial consulting for companies in various industries. Datuk Noel John A/L M Subramaniam formerly served as a board member and audit member of a financial services company, and as a managing director and audit member of a construction group. He has over 30 years of experience in the financial and corporate fields. Details of the qualification and background of the members of AC are fully disclosed in the Profile of Directors section of the Company's Annual Report.

	Each of the member of the AC has amassed work experiences in excess of 30 years, attended continuing professional development during the financial year under review and possess wide range of skills and background or knowledge as well as necessary experience, and are financially literate.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

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

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

Application :	Applied	
Explanation on application of the practice :	The Board has in place a Risk Management Framework and Group Risk Policy to ensure that risk management is properly governed and internal controls across the Group are managed within the risk appetite set by the Board. To ensure their continuous effectiveness, the Risk Management Framework is periodically reviewed and is supported by dedicated oversight function within the Business Units & Functional Units. The Risk Management framework as well as the Group Risk Policy were recently reviewed by the SRMC and the Board at their respective meetings held in August 2025. Periodic meetings were held at the Group's Business and Functional Units to deliberate on the effectiveness of the existing controls, address new emerging risks and its control. The outcome of the meetings was then escalated to the RCSMT for review followed by oversight by the SRMC prior to escalating to the Board. The risk management framework and processes are disclosed in the Statement on Risk Management and Internal Control section of the Company's Annual Report.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Board acknowledges its overall responsibility in maintaining a sound system of risk management and internal control system and for reviewing its adequacy and effectiveness. Effective risk management and internal control processes are essential in supporting the achievement of the Group's business objectives, sustaining its long-term success and safeguarding its assets. The key features of the Group's risk management and internal control framework, including the governance structure and processes in place are set out in the Company's Annual Report under the Statement on Risk Management and Internal Control. The work performed by the Internal Auditors provides independent and objective assurance to the Audit Committee and the Board on the adequacy and effectiveness of the Group's risk management and internal control systems. Further details on the review and assessment of the adequacy and effectiveness of the Group's risk management and internal control processes are also disclosed in the Statement on Risk Management and Internal Control in the Company's Annual Report.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

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

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

Application	:	Adopted
Explanation on adoption of the practice	:	The SRMC comprises solely of the following Independent Non-Executive Directors: i) Abraham Verghese A/L T V Abraham, *Chairman* ii) Derek John Fernandez, *Member* iii) Asriah binti Shaari, *Member* The SRMC oversees the EESG framework, strategies, priorities, targets and policies. It also reviews the effectiveness of the Group's enterprise risk management framework in identifying, analysing, evaluating, recording, addressing, managing and monitoring risks, as well as overseeing the implementation of the appropriate mitigation controls.

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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Group's Internal Auditors operate under an Audit Charter mandated by the AC since November 2016 that gives unrestricted access to review all activities across the Group. This Audit Charter was recently reviewed, revised and approved by the Board at their respective meetings held in November 2025.

The Internal Auditors report directly to the AC who in turn approves the Internal Audit's annual plan, as disclosed in the AC Report section of the Company's Annual Report.

The AC periodically reviews and evaluates the effectiveness and the performance of the Internal Auditors.

During the financial year under review and up to the date of this CG Report, the AC met with the Internal Auditors twice. The Internal Auditors presented its audit plan and/or reports at the meetings held and had private sessions with the Internal Auditors in the absence of the Management.

The functions and the works carried by Internal Auditors for the financial year under review are set out in the AC Report section of the Company's Annual Report.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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

Practice 11.2
The board should disclose–
- whether internal audit personnel are free from any relationships or conflicts of interest, which could impair their objectivity and independence;
- the number of resources in the internal audit department;
- name and qualification of the person responsible for internal audit; and
- whether the internal audit function is carried out in accordance with a recognised framework.

<table>
<tr><td>Application :</td><td>Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td>The Board has outsourced its Internal Audit function to an independent external professional firm.

The Internal Auditor declared their independence and does not have any conflicts of interest situations. They are independent from the business and undertakes activities as stated in the AC Report.

The profile of the Chief Internal Auditor, Mr Gabriel Teo Chun is disclosed below detailing his qualification and experience.

- GABRIEL TEO CHUN, C.A.(M). FCPA (Aust.), CPA(M), CFE(USA), CPA (Kh), B.Com, A.T.I.I
- Member of CPA Australia’s External Reporting Centre of Excellence and the Malaysian Bar Council Disciplinary Committee. He is also a past member of the Public Practice Advisory Committee, Professional Qualification Advisory Committee and Divisional Council Member of CPA Australia, Malaysia Division and Insolvency Committee Member of the Malaysian Institute of Accountants.
- Has more than 25 years of extensive experience in the area of professional accounting practice covering Audit, Taxation, Valuation, Investigative Audit, Insolvency & Debt Restructuring.
- Notable fraud investigation includes public listed companies in Malaysia and subsidiary of a company listed in France. Has been involved in advising clients in internal controls, mergers and acquisitions; and has undertaken Assignments as Provisional / Liquidators / Receiver of various companies with experience in various industries such as textile, manufacturing, building material, car parts, palm oil plantations, property development, technology, shipbuilding, oil & gas and chemical.

A brief statement on the Internal Audit Function is disclosed under the AC Report section of the Company’s Annual Report.</td></tr>
</table>

<table>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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	:	MAXIM recognises the importance of maintaining transparent, consistent and coherent communications with the Stakeholders while observing commercial confidentiality and complying with applicable regulatory requirements. The Group seeks to develop strong relationships based on trust with each group of Stakeholders through engagement on different platforms. The aim is to understand these Stakeholders' needs and expectations. These engagements aim to facilitate constructive dialogue and enable the Group to better understand Stakeholders' needs, expectations and concerns, thereby supporting informed decision-making and long-term value creation. The Group methods of engagement on each of our key Stakeholders are as follows:

Stakeholders	Methods of Engagement	Areas of Concern
1. Employees	• Communication channels with employees (emails and meetings) • Circulation of internal policies • Training programmes and workshops • Performance appraisals • Employee events (festive luncheons and annual gathering activities) • Electronic survey forms	• Remuneration and benefits • Employees' welfare • Work life balance • Job security • Labour and human rights • Career development and training opportunities • Workplace health and safety • Company direction and performance

	2. Customers	• Website and social media • Engagement surveys, feedback forms and electronic survey forms • Sales enquiries and engagements • Periodic review of project progress • Defect feedback form/App • Face-to-face meetings with customer (open days and public events) • Project launches, road shows and events • Advertisements and marketing campaigns • Exhibitions • Sales brochures	• Customers' satisfaction • Brand reputation • Defects rectification • Service & delivery • Product quality and pricing • Product design, features and creativity • Personal Data Protection • Timely delivery
	3. Shareholders / Investors	• Annual and extraordinary general meetings • Annual Reports • Periodical announcements, quarterly financial results and circular to Shareholders • Timely disclosure vide Bursa Malaysia Securities Berhad • Corporate website (Investor Relations) and conferences • Media releases • Electronic survey forms	• Financial, economic and operational performance • Risk management • Business direction • Corporate governance • Compliance with the regulatory requirements • Confidentiality and integrity of information • Directors' fiduciary duties • Dividend payment
	4. Vendors, Suppliers and Contractors	• Contract negotiations • Supplier and contractor meetings • Customer and consultant meetings • Press releases • Vendor registration and pre-qualification (supply chain management) • Suppliers' performance evaluation • Electronic survey forms • Supplier and contractors' assessment on social and environmental impact from its business activities • Declaration of Anti-Bribery and Anti-Corruption	• Procurement practices • Legal compliance • Pricing and payment terms for goods and services • Product quality and service level • Credit worthiness • Time and efficient delivery • Fair terms and condition of contracts • Environmental impact • Social impact

	5. Government Agencies and Regulators	• Formal meetings • Workshop discussions • Dialogues and discussions • Reports, returns and announcements • Emails and letters • Press releases • Briefings, workshops and trainings • Periodic visits and site inspections • Consultative sessions • Electronic survey forms	• Compliance with laws and regulations on approvals and permits
	6. Media, Association / Professional Body and Industry Expert	• Press conferences and press releases • Q&A sessions, events and launches • Interviews • Timely updates on the Company's website • Electronic survey forms • Newspaper interview column	• Economic performance • Operational performance • Business direction • Governance • Growth • Community investment • Public perception
	7. Community	• Contributions and donations • Public community events • Electronic survey forms • Partnership with local NGOs • Website and social media • Participation in community and fundraising events	• Amenities • Environmental • Education • Management of properties • Investment in local welfare

The Group further carried out engagement with key Stakeholders (both internal and external stakeholders) via the Group's sustainability initiative (Stakeholders' Engagement of 2024/2025) in electronic forms to gauge our stakeholders' expectation and key material sustainability risks and opportunities.

The Company maintains a website at www.maximglobal.com.my for Shareholders and the public to access information on, amongst others, the Group's background, business, financial performance, project updates, corporate governance related policies and procedures, corporate announcements and corporate news updates. Stakeholders can at any time seek clarification or raise queries through the corporate website. Stakeholders are also encouraged to direct their enquiries via email to maxim88@maximglobal.com.my.

The Group has in place a Corporate Communication Policy since financial year 2022 with the objective of among others to provide guidance and structure in disseminating of corporate information and dealing with Stakeholders. The Corporate Communication Policy was recently reviewed, revised and approved by the Board at their respective meetings in August 2025.

<table>
<tr><td></td><td colspan="2">General Meeting, particularly the Company's Annual General Meeting ("AGM") is the principal forum dialogue with Shareholders. The participation of Shareholders and investors, both individual and institutional, at general meetings are encouraged. The Board also ensures that the Shareholders are given the opportunity to speak and seek clarifications during the Company's AGM for effective and transparent communications with its stakeholders.

Events conducted by Investor Relations of the Company are available on the Company's website at www.maximglobal.com.my or please scan the QR code below for more information:

SCAN ME</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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

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

Practice 12.2
Large companies are encouraged to adopt integrated reporting based on a globally recognised framework.

Application	:	Not applicable – Not a Large Company	
Explanation on application of the practice	:		
Explanation for departure	:		
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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">In line with the MCCG, the Company has adhered to this recommended practice in convening the AGM held in financial year 2025 and will continue to apply this practice going forward.

In relation to the Notice of AGM for financial year 2025, it was issued on 25 April 2025 vis-a-vis the AGM was held on 5 June 2025.

Based on the above, the notice period exceeded the recommended 28 days.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></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 13.2
All directors attend General Meetings. The Chair of the Audit, Nominating, Risk Management and other committees provide meaningful response to questions addressed to them.

Application	:	Applied	
Explanation on application of the practice	:	At the last AGM held on 5 June 2025, all Directors were in attendance to foster effective two-way communication between the Shareholders and the Board, and the Board responded to all relevant questions raised. All Board members were aware of their duty to attend all General Meetings of the Company. Barring unforeseen circumstances, all Board members will endeavour to attend all forthcoming General Meetings of the Company. In addition, the External Auditors of the Company were present at the AGM to respond to any queries raised by the Shareholders'.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.3

Listed companies should leverage technology to facilitate–

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

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

<table>
<tr><td>Application :</td><td colspan="2">Departure</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">Please provide an explanation on how the practice is being applied.</td></tr>
<tr><td>Explanation for departure :</td><td colspan="2"><u>Leverage of technology to facilitate voting including voting in absentia and remote shareholders' participation at general meetings.</u>

The Company, for the first time after five (5) consecutive years of adoption, departed from Practice 13.3 at the 56th AGM held in June 2025. Practice 13.3 encourages listed companies to leverage technology to facilitate remote shareholders' participation and voting in absentia at general meetings.

The Company conducted its AGM held in June 2025 as a physical meeting. Accordingly, shareholders were required to attend the AGM in person to participate in the proceedings and exercise their voting rights. Remote participation and electronic voting facilities were not made available for Shareholders who were unable to attend the meeting physically.

For the forthcoming AGM, the Company plans to continue convening its AGM at a physical venue with the use of electronic voting. The Board will continue to review its meeting arrangements and will consider leveraging appropriate technological solutions in future general meetings to facilitate broader shareholder participation, where practicable and appropriate.</td></tr>
<tr><td></td><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></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.

<table>
<tr><td colspan="3">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.</td></tr>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">At the last AGM held on 5 June 2025, all Directors were in attendance to foster effective two-way communication between the Shareholders and the Board, and responded to all relevant questions raised by the Shareholders.

Prior to proceeding with the voting of the motions as set out in the Notice of the 56th AGM, the Management delivered a presentation, highlighting the Group's significant milestones for the financial year under review, the progress of business activities, financial performance, business development initiatives and the upcoming new property development projects.

This was followed by an open Q&A session during which shareholders were invited to raise question. All questions raised by participants at the AGM were read out and addressed by the Company's Directors with assistance from Senior Management, where appropriate.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></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 13.5
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 :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

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

Practice 13.6

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

Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.			
Application	:	Applied	
Explanation on application of the practice	:	The 56th AGM was held on 5 June 2025 and the meeting minutes was made available on the Company's website on 25 June 2025. Based on the above, the minutes of the AGM and EGM were circulated within 30 business days as recommended by this Practice. The meeting minutes are available on the Company's website at www.maximglobal.com.my or please scan the QR code below for more information:	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

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

- NOT APPLICABLE -