CORPORATE GOVERNANCE REPORT

STOCK CODE : 7010

COMPANY NAME: PTT Synergy Group Berhad (formerly known as Grand Hoover

Berhad)

FINANCIAL YEAR : June 30, 2022

OUTLINE:

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

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

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

SECTION A - DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	:	Applied
Explanation on application of the practice		The Board is responsible for the stewardship and oversight on management and operations of the Company and its subsidiaries ("Group") by providing leadership and setting strategic aims of the Group that will ensure the necessary resources are in place for the Group to meet its objective and achieve long-term sustainability. To ensure the effective discharge of its functions and responsibilities, the Board has delegated specific responsibilities to the Audit Committee ("AC"), Nomination Committee ("NC"), and Remuneration Committee ("RC"). Each of the Board Committees is entrusted with specific responsibilities to oversee the Company's
		affairs according to their respective written Terms of Reference. The Chairman of the respective Board Committees shall report the outcome of their meetings to the Board. In addition, the minutes of all Board Committee meetings are circulated to the Board members so that they are kept abreast of proceedings and matters discussed at Board Committee meetings.
		The Board is primarily entrusted with the responsibility of charting the direction of the Group and focuses mainly on strategies, financial performance, and critical business issues.
		The Board assumes the primary responsibilities which include but are not limited to the following: -
		 reviewing and adopting the business plan and overall strategic directions including strategies on economic, environmental and social considerations underpinning sustainability for the Company to support the Company's long-term goals and ensuring that the strategies are in place to achieve them;
		b) establishing policies for strengthening the performance of the Company including ensuring that the Management is proactively

- seeking to build the business through innovation, initiative, technology, new products and the development of its business capital;
- c) overseeing the conduct of the Company's business and management performance to evaluate whether the business is being properly managed;
- d) identifying principal risks of the Company's business and ensuring the implementation of appropriate systems to manage these risks;
- e) succession planning, including appointing, training, fixing the remuneration of and where appropriate, replacing senior management members of the Group;
- developing and implementing an investor relations programme or shareholders communications policy for the Company to enable effective communication with stakeholders;
- g) reviewing the adequacy and integrity of the Company's internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines;
- h) deciding on necessary steps to protect the Company's financial position and the ability to meet its debts and other obligations when they fall due, and ensuring that such steps are taken;
- ensuring that the Company's financial statements are true and fair and conform to any applicable laws and/or regulations; and
- j) ensuring that the Company has appropriate corporate governance structures in place including standards of ethical behaviour, and promoting a culture of corporate responsibility together with the senior management.

For the financial year ended 30 June 2022 ("**FYE 2022**"), the Board has discharged the following principal duties and responsibilities on the affairs of the Group: -

- a) reviewed and adopted the following revised policies/ governance documents, which serve as a guide to strengthen the governance of the Company:-
 - Terms of Reference of NC;
 - Terms of Reference of RC;
 - Terms of Reference of AC;
 - Board Charter;
 - Whistleblowing Policy;
 - Risk Management Framework;

- Policies governing the Board of Directors;
- Succession Planning Policy;
- Anti-Bribery and Anti-Corruption Policy;
- Sustainability and Environmental, Social and Governance Policy;
- Corporate Disclosure Policy; and
- Code of Conduct and Ethics.
- b) reviewed and recommended the proposal in relation to the Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature to the shareholders for approval at the Fiftieth Annual General Meeting held on 28 December 2021;
- c) reviewed and recommended the proposal in relation to the Proposed Acquisition by PTT Property Sdn. Bhd. (formerly known as Grand Hoover Property Sdn. Bhd.), a wholly-owned subsidiary of the Company, of ten (10) parcels of subdivided plots represented by individual titles measuring approximately 20.02 acres comprised in a freehold land held under master title no. H.S.(D) 13683, PTD 14020, Mukim Jeram Batu, Daerah Pontian, Negeri Johor for a cash consideration of RM43,603,560.00 to the shareholders for approval at the Extraordinary General Meeting held on 20 January 2022;
- d) reviewed and approved the allotment of Renounceable Rights Issue of 50,000,000 new Ordinary Shares in the Company at an issue price of RM0.60 per rights share and the basis of allocation for the excess right issue of the rights shares;
- e) reviewed and recommended the proposal in relation to the change of name of the Company from "Grand Hoover Berhad" to "PTT Synergy Group Berhad" to the shareholders for approval at the Extraordinary General Meeting held on 28 December 2021, with the aim to demonstrate the Group's confidence in the new leadership and strengthen the Company's presence in the property industry;
- reviewed and approved the proposal to undertake the proposed private placement of up to 9,000,000 new shares in the Company, representing up to 10% of the Company's total number of issued shares;
- g) through the NC, reviewed and approved the appointment of the Chief Financial Officer of the Company;
- h) quarterly reviewed the financial performance and updates on the financial assistance status of the Group;
- i) delegated to the AC to review the recurrent related party transactions and revaluation of non-current assets of the Group;

	j) delegated to the AC to review the adequacy and integrity of the Group's internal controls and risk management;
	k) delegated to the NC to review the performance of the Board, Board Committees and individual Directors; and
	 reviewed and confirmed the minutes of the Board meeting to ensure the deliberation and decisions of the Board meeting being recorded accurately.
Explanation for : departure	
Large companies are requir to complete the columns be	ed to complete the columns below. Non-large companies are encouraged elow.
Measure :	
Timeframe :	

to complete the columns below.

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	:	Dato' Abd Rahim bin Jaafar, the Executive Chairman of the Company, is responsible in instilling good corporate governance practices, demonstrating strong leadership and overseeing the effectiveness of the Board.
		The key responsibilities of the Chairman include but not limited to the following: - (a) leadership of the Board; (b) setting the board agenda and ensuring that the Directors receive complete and accurate information in a timely manner; (c) overseeing the effective discharge of the Board's supervisory role; (d) facilitating the effective contribution of all Directors; (e) conducting the Board meetings; (f) briefing all the Directors in relation to issues arising at meetings; (g) scheduling regular and effective evaluations of the Board's performance; (h) promoting constructive and respectful relations among the Board members and between the Board and the Management; (i) representing the Board to stakeholders to ensure effective
		communication with stakeholders; (j) ensuring the integrity and effectiveness of the governance process of the Board; and (k) maintaining regular dialogue with the Board over all operational matters and consulting with the Board promptly over any matter that arises cause for concern.
		The Chairman also acts as the facilitator at meetings of the Board to ensure that no Director, whether executive or non-executive, dominates discussions during Board proceedings.
Explanation for departure	:	
Large companies are	requir	red to complete the columns below. Non-large companies are encouraged

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Measure	:	
Timeframe	:	

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

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

[
Application :	Applied
Explanation on :	The positions of the Chairman and the Managing Director are held by
application of the	different individuals.
practice	
	Dato' Abd Rahim bin Jaafar is the Executive Chairman and is responsible
	for the Board's leadership, effectiveness and governance.
	Mr. Teo Swee Phin is the Managing Director and is responsible for the
	day-to-day management and operations of the Group and
	implementation of the Board's decisions, business strategies and
	policies.
	The separate roles of the Chairman and Managing Director ensure that
	there is a balance of power and authority as no one individual has
	unfettered decision-making powers.
Explanation for :	
departure	
Large companies are requi	red to complete the columns below. Non-large companies are encouraged
to complete the columns b	elow.
Measure :	
Timeframe :	

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

Practice 1.4

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

Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.			
Application :	Departure		
Explanation on : application of the practice			
Explanation for : departure	Dato' Abd Rahim bin Jaafar is not a member of the AC, NC and RC of the Company and the Board Committees comprise exclusively of Independent Non-Executive Directors. For the FYE 2022, Dato' Abd Rahim bin Jaafar has attended the Board Committee meetings as an invitee.		
	Dato' Abd Rahim bin Jaafar together with the other Executive Board members were invited to attend the Board Committee meetings to provide inputs and insights for the matters discussed as well as facilitate direct communications. However, Dato' Abd Rahim bin Jaafar did not participate in the decision making of the resolutions, proposals and matters tabled for approval in the Board Committee meetings.		
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.		

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

Practice 1.5

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

Application	: Applie	ed	
Explanation on application of the practice		The Board is supported by a Company Secretary who is qualified to act as Company Secretary under Section 235(2) of the Companies Act 2016. The Company Secretary plays an advisory role to the Board in relation to the Company's Constitution, Board policies and procedures, and compliance with the relevant regulatory requirements, code of guidance, and legislations. The Company Secretary attends and ensures the Board and the Board Committee meetings are properly convened, and all deliberations and decisions are properly minuted and kept. The Company Secretary also responsible for ensuring that accurate and proper records of the proceedings and resolutions passed are taken and maintained at the Company's registered office.	
	to the		
	Comm decision respon proces		
		In addition, all Directors have access to the Company Secretary's advice and services in carrying out their duties.	
	prescr Requi	The Company Secretary also undertakes the statutory duties as prescribed under the Companies Act 2016 and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, which includes but not limited to the following: -	
	(a)	manage all Board and Board Committee meeting logistics, attend and record minutes of all Board and Board Committee meetings and facilitate Board communications;	
	(b)	advise the Board on its roles and responsibilities;	
	(c)	facilitate the orientation of new Directors and assist in Director training and development;	
	(d)	advise the Board on corporate disclosures and compliance with company and securities regulations and Main Market Listing Requirements;	
	(e)	manage processes pertaining to the annual shareholder meeting;	

	(f)	, ,	ance developments and assist the governance practices to meet the ders' expectations; and
	(g)	serve as a focal point for engagement on corporate g	stakeholders' communication and governance issues.
Explanation for :			
departure			
Large companies are requi	red to co	mplete the columns below. No	on-large companies are encouraged
to complete the columns b	elow.		
Measure :			
Timeframe :			

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

Practice 1.6

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

Application	:	Applied	
Explanation on application of the	:	An annual meeting calendar is prepared and circulated in advance to facilitate the Directors' schedule and preparation for the meetings.	
practice		Timely circulation of the board papers comprises the notice of meeting, agenda items, reports, and papers, to the Board members prior to the meetings. This is to accord sufficient time for the Directors to peruse the Board papers and to seek clarification and/or further information, where necessary, to be adequately informed before the meetings.	
		All deliberations and decisions at the Board and/or Board Committee meetings are properly recorded in the minutes, including matters where the Directors abstained from deliberation and/or voting. In addition, the action items identified and highlighted during the meetings would be conveyed to the Management for their attention and action.	
		The minutes of the Board and/or Board Committee meetings would be distributed to the Board members on a timely basis for review and thereafter for confirmation at the next meeting. The minutes are to be signed by the respective Chairman of the meetings as a correct record of the meeting's proceedings and entered in the minutes books kept and maintained at the Company's registered office.	
Explanation for departure	:		
Large companies are re to complete the column	•	ed to complete the columns below. Non-large companies are encouraged elow.	
Measure	:		
Timeframe	:		

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

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

Practice 2.1

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

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

Application	: Applied	
Explanation on application of the practice	The Company has adopted a Board Charter and subsequently revised on 12 October 2022 that clearly defines the Board's and Board's Committees' roles and responsibilities, composition, authority, matters reserved for the Board and guidance on the Board's conduct.	
	The Board is responsible for observing the following guiding principles in establishing clear roles and responsibilities: -	
	(a) Establish a formal schedule of matters reserved for the Board and those delegated to Management.	
	(b) Establish clear roles and responsibilities in discharging its fiduciary and leadership functions.	
	(c) Formalise ethical standards through a code of conduct and ethics and ensure its compliance.	
	(d) Ensure that the Company's strategies promote sustainability.	
	(e) Ensure that sufficient procedures are in place to allow its members access to information and advice.	
	(f) Ensure that it is supported by a suitably qualified and competent company secretary.	
	(g) Formalise, periodically review and make public its Board Charter.	
	The Board Charter would be periodically reviewed and updated in accordance with the needs of the Company and any new regulation that may have an impact on the discharge of the Board's responsibilities.	
	The Board Charter is available at the Company's corporate website at https://pttgroup.com.my/ .	

Explanation for departure	•		
Large companies are req to complete the columns		•	Non-large companies are encouraged
Measure	•		
Timeframe	:		

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

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

Practice 3.1

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

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

Application :	Applied	
Explanation on application of the practice	The Board has formalised a Code of Conduct and Ethics and subsequently revised on 12 October 2022 for the Directors, Management, and employees of the Group, which governs the underlying core ethical values and commitment to lay standards of integrity, transparency, accountability, and corporate social responsibility in their behaviour and business dealings. The Code of Conduct and Ethics entails the following main areas: - (a) Compliance with laws, rules and regulations (b) Corporate governance (c) Conduct of business and fair dealing (d) Conflicts of interest, corrupt practices, unlawful and unethical behaviour, and improper use of Group assets (e) Use of non-public information and disclosure (insider trading) (f) Use of the Group's funds, assets and information (g) Social responsibilities and the environment (h) Proper records and communication (i) Spokesman (j) Whistleblowing In addition to the above, the Company has in place an Anti-Bribery and Anti-Corruption Policy in line with Section 17A of the Malaysian Anti-Corruption Commission Act 2009 (Amendment 2018) to prohibit bribery and corruption in the business conduct within the Group. The Code of Conduct and Ethics and Anti-Bribery and Anti-Corruption Policy were last reviewed on 12 October 2022 and are available at the Company's corporate website at https://pttgroup.com.my/ .	
Explanation for : departure		

Large companies are requir	red to complete the columns below.	Non-large companies are encouraged
to complete the columns be	elow.	
Measure :		
Timeframe :		

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

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

Practice 3.2

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

Application	: Applied	
Explanation on application of the practice	The Group has established a Whistleblowing Policy and subsequently revised on 12 October 2022 provides a channel to enable stakeholders to report concerns on any breach of laws and regulations, misconduct, wrongdoings, corruption, fraud, waste and/or abuse in the Group. Any concerns raised will be investigated, and the outcome of such investigation will be reported to the Board with an appropriate recommendation and will take necessary action to resolve the issue. The objectives of the Whistleblowing Policy are as follows: - (a) provide a mechanism to detect and address unacceptable conduct; (b) ensure whistleblower can raise concerns without fear of suffering retribution and safeguard such person's confidentiality; and	
	(c) provide a transparent and confidential process for dealing with concerns. The Whistleblowing Policy entails the following main areas: -	
	 (a) Coverage of Whistleblowing Policy (b) Safeguards of Whistleblowers (c) Reporting Procedure (d) Investigation Process The Group has not received any reports or concerns via the communication and feedback channels stipulated in the Whistleblowing Policy during the FYE 2022. The Whistleblowing Policy is available at the Company's corporate 	
Evaluation for	website at https://pttgroup.com.my/ .	
Explanation for departure		

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

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

Practice 4.1

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

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

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

Application	:	Applied
Explanation on application of the practice		The Board takes into account sustainability considerations when overseeing the Group's planning, performance and long-term strategy. The Board has adopted a Sustainability Policy and subsequent revised on 12 October 2022. The Company is committed to adopting and applying responsible practices from environmental, social and governance perspective, to minimise the risk and to enhance the long-term development impact of its corporate activities. The Group has also established a Sustainability Framework which has adopted the Global Reporting Initiative, a globally recognised sustainability reporting. The applicable social impact assessment areas are as follows: - (a) Labour/Management Relations (b) Occupational Health and Safety (c) Training and Education (d) Diversity and Equal Opportunity, Non-Discrimination (e) Procurement Practices (f) Freedom of association/collective bargaining (g) Abolition of child labour (h) Prevention of forced and compulsory labour (i) Complaints and Grievance Practices (j) Security Practices (k) Indigenous Rights (l) Community (m) Corruption (n) Public Policy (o) Compliance (p) Materials (q) Energy (r) Water (s) Emissions, effluents and waste

	In addition, the sustainability governance at the Group is anchored upon the structure of the Sustainable Working Committee, which is headed by Mr. Teo Swee Phin, the Managing Director, to ensure accountability across all identified initiatives. The Sustainability Policy is available at the Company's corporate website at https://pttgroup.com.my/ .
Explanation for :	
departure	
·	
Large companies are requir	red to complete the columns below. Non-large companies are encouraged
to complete the columns be	elow.
Measure :	
Timeframe :	

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

Practice 4.2

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

Application :	Applied		
Explanation on : application of the practice	· ·		takeholder groups through s during the FYE 2022 as
	Stakeholder Group	Related Material Topics	Engagement Methods
	Customers (existing and potential)	Economic Performance Occupational Health & Safety	Customer surveyAddress customer concerns
	Media	 Economic Performance Corporate Social Responsibility 	 Direct engagement Press statements/briefings To highlight effort through engagement and communication channel
	Employees	 Employee Well-Being Occupational Health and Safety 	 Staff engagement programmes Implementation of environment, safety and health programmes involving employees Job-related training and workshops
	Suppliers	Supply Chain Management	 Constant and regular communications Process improvement Engage and share concerns with relevant parties

	Investors and financiers Business partners	 Economic Performance Corporate Governance and Integrity Economic Performance Corporate Governance 	 Regular audits Constant engagement and sharing of strategy Communication Engage and share concerns with relevant parties
	General public	 Natural Resource Management Corporate Social Responsibility 	 Communication via reporting on environmental conservation activities Corporate social responsibility activities
	Governments and regulators	Corporate Governance and Integrity	 Responsible reporting and communications Monitoring of compliance
	· ·	tainability Statement	ent to the stakeholders are as disclosed in the Annual
Explanation for : departure			
Large companies are require to complete the columns be	-	umns below. Non-larg	ge companies are encouraged
Measure :			
Timeframe :			

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

Practice 4.3

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

Application	Applied
Explanation on	The Board is appraised, and they provide their views and opinions on
application of the	the Group's sustainability issues during the Board meetings.
practice	
	The Board has reviewed the Sustainability Policy to ensure it is well-placed to deal with the sustainability-related issues and create long-term value.
	The Board members will keep themselves appraised with contemporaneous and relevant sustainability developments including climate-related risks and opportunities by way of formal training including webinars, structured reading and discussions.
Explanation for	
departure	
Large companies are requ	rired to complete the columns below. Non-large companies are encouraged
to complete the columns	below.
Measure	
Timeframe	

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

Practice 4.4

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

Application :	Applied
Explanation on :	The Board recognises the importance of sustainability in all its
application of the	operation of the Company and had included sustainability as one of the
practice	criteria in the performance evaluations of all the employees including
practice	its Board members.
	The Board members and senior management are encouraged to assess and give feedbacks on how sustainability risks and opportunities are being managed within the Company. Based on annual performance carried out, the Board and Senior Management have performed their respective roles in addressing material sustainability risks and opportunities.
Explanation for :	
departure	
Large companies are requi	red to complete the columns below. Non-large companies are encouraged
to complete the columns b	elow.
Measure :	
Timeframe :	

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

Practice 4.5- 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	:	Mr. Teo Swee Phin, the Managing Director of the Company, is appointed as the designated person to provide dedicated focus to manage sustainability strategically in the operations of the Company.

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 Board through the NC performs annual review of the Board's composition to ensure a dynamic and diverse composition of the Board by nurturing suitable and potential candidates equipped with the competency, skills, experience, character, time commitment, integrity, and other qualities in meeting the Company's future needs.	
		The NC is also responsible for recommending to the Board, the Directors who are standing for re-election at the annual general meeting ("AGM"), subject to the NC being satisfied with the performance of the Directors based on the self-performance evaluation.	
		Based on the results of the performance evaluations, the Board considered that the performance of Datuk Ir. Ruslan Bin Abdul Aziz, Dato' Paul Lim Tau Ern and Tuan Sr. Hj. Mohd Farid Bin Naim (collectively referred to as "Retiring Directors") to be effective. The Retiring Directors demonstrate commitment to their roles and have sufficient time to meet their commitments to the Company. The Retiring Directors had abstained from deliberations and decisions on their own eligibility to stand for re-election at the meetings of the Board and NC, where relevant.	
		The profiles of the Retiring Directors are set out in the Profile of Directors in the Annual Report for the FYE 2022.	
Explanation for departure	:		
Large companies are re to complete the column	•	ed to complete the columns below. Non-large companies are encouraged elow.	
Measure	:		
Timeframe	:		

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

Practice 5.2

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

Application	Applied	
Explanation on application of the practice	The Board currently has eight (8) members, comprising four (4) Independent Non-Executive Directors and four (4) Executive Directors. All four (4) Independent Non-Executive Directors satisfy the definition of independence as prescribed in the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. Having assessed the Directors' independence, the Board is satisfied with their level of independence demonstrated and their ability to act in the Company's best interests.	
Explanation for departure		
Large companies are red	red to complete the columns below. Non-large companies are encouraged	
to complete the column	·	
Measure		
Timeframe		

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

Practice 5.3

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

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

Application	Not applicable - Step Up 5.4 adopted
Explanation on application of the practice	
Explanation for departure	
Large companies are requ	ired to complete the columns below. Non-large companies are encouraged
to complete the columns	
Measure	
Timeframe	

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

Practice 5.4 - Step Up

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

Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years. **Application** Adopted **Explanation on** The Board takes cognisance that the tenure of an Independent Director adoption of the should not exceed a cumulative term of nine (9) years. Upon completing practice nine (9) years, an Independent Director may continue to serve on the Board subject to the said Director's re-designation as a Non-Independent Director. The Board Charter has stipulated that the tenure for an Independent Director is capped at nine (9) years and the said Director shall be redesignated as a Non-Independent Director thereafter. As of the date of this Corporate Governance Report, none of the Independent Directors has served more than nine (9) years on the Board.

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

Practice 5.5

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

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

Application	:	Applied
Explanation on application of the practice	:	The Board acknowledges the importance of the boardroom diversity in terms of skills, experience, age, gender, ethnicity and social background.
		The NC is responsible for making recommendations relating to any new appointment of Director to the Board and key senior management. The NC is guided by the following procedure of recruitment/selection for directorship: -
		 Draw up specifications. Search of candidates – with the assistance of external consultants, if necessary. Meet with candidates. Make the recruitment/selection. Issue Letter of Appointment upon selection and approval from the Board.
		The following fit and proper criteria was adopted for the appointment and re-appointment of Directors of the Company as set out in the Directors' Fit and Proper Policy: -
		 (a) Probity; (b) Personal integrity; (c) Financial integrity; (d) Reputation; (e) Qualifications, training and skills; (f) Relevant experience and expertise; (g) Ability to discharge role having regard to other commitments; and (h) Participation and contribution in the Board or track record.
		The NC reviews regularly the Board structure, size and composition (including the skills, knowledge, experience and diversity) of the Board and made recommendations to the Board with regard to any changes.

	For the proposed re-election of the existing Directors who are seeking for re-election at the forthcoming AGM, the NC is responsible to consider and evaluate before making recommendation to the Board for approval. The final decision on the proposed re-election to be presented to the shareholders for approval is with the Board. During the FYE 2022, there was no new Director appointed to the Board of the Company.
Explanation for : departure	
Large companies are requi	red to complete the columns below. Non-large companies are encouraged
to complete the columns be	elow.
Measure :	
Timeframe :	

to complete the columns below.

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

Practice 5.6

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

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

Application	:	Applied
Explanation on	:	The NC reviews candidates for appointment as Director based on the
application of the practice		following criteria: -
praemee		(a) Probity;
		(b) Personal integrity;
		(c) Financial integrity;
		(d) Reputation;
		(e) Qualifications, training and skills;
		(f) Relevant experience and expertise;
		(g) Ability to discharge role having regard to other commitments; and(h) Participation and contribution in the Board or track record.
		In identifying of new candidate for Board member, the NC will not solely rely on the recommendations from the existing Board members, management or major shareholders, but also will utilise independent sources to identify suitably qualified candidates.
		The NC also assesses the suitability of the candidates by taking into consideration the mix of skills, knowledge, expertise and experience, competencies, time commitment and professionalism required by the Board.
		During the FYE 2022, there was no new Director appointed to the Board of the Company.
Explanation for	:	
departure		
Large companies are	requir	red to complete the columns below. Non-large companies are encouraged

Measure	:	
Timeframe	:	

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

Practice 5.7

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

Application	Applied
Explanation on application of the practice	The NC had reviewed and assessed the eligibility of the Retiring Directors based on the results of the performance evaluations. Having satisfied with the performance of the Retiring Directors, the Board had approved the recommendation of the NC and tabled the proposed relection of the Retiring Directors to the shareholders for approval at the forthcoming Fifty-First AGM of the Company. The profiles of the Retiring Directors are set out in the Profile of Directors in the Annual Report for the FYE 2022.
Explanation for departure	
Large companies are requ to complete the columns	ired to complete the columns below. Non-large companies are encouraged below.
Measure	
Timeframe	

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

Practice 5.8

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

Application	:	Applied
Explanation on	:	The NC is chaired by Dato' Mahamed bin Hussain who is an Independent
application of the		Non-Executive Director.
practice		
		During the FYE 2022, the NC Chairman had led the NC to conduct an annual assessment of the Board's effectiveness as a whole and the contribution of each individual Director, to ensure that the performance of each individual Director is independently assessed.
Explanation for		
departure		
Large companies are req	uir	ed to complete the columns below. Non-large companies are encouraged
to complete the columns	s be	elow.
Measure	:	
Timeframe	:	

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

Practice 5.9

The board comprises at least 30% women directors.

Application :	Departure
Explanation on : application of the practice	
Explanation for : departure	The Board acknowledges the importance of boardroom diversity in terms of gender. However, the Board does not consist of any female Director.
	The Board recognises the need for enhancing boardroom diversity, not only in terms of gender but also in terms of age, ethnicity, and social background. The Board will strive to encourage a dynamic and diverse composition of the Board by nurturing suitable and potential candidates equipped with the competency, skills, experience, character, time commitment, integrity, and other qualities in meeting the Company's future needs. Nonetheless, the Board is actively scouting for female director(s).
Large companies are requi	red 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.

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

Practice 5.10

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

Application :	Departure						
Explanation on : application of the practice							
Explanation for : departure	The Board acknowledges the importance of boardroom diversity and supports the recommendation of the Malaysian Code on Corporate Governance on the establishment of a gender diversity policy. The Board does not have specific policy on gender.						
	The Board recognises the need for enhancing boardroom diversity, not only in terms of gender but also in terms of age, ethnicity, and social background. The Board will strive to encourage a dynamic and diverse composition of the Board by nurturing suitable and potential candidates equipped with the competency, skills, experience, character, time commitment, integrity, and other qualities in meeting the Company's future needs.						
Large companies are require to complete the columns be	red to complete the columns below. Non-large companies are encouraged elow.						
Measure :	Please explain the measure(s) the company has taken or intend to take to adopt the practice.						
Timeframe :	Choose an item.						

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.

making Boardroom activities Board's relationship with the Management Board Committees' Performance AC Quality and composition Skills and Competencies Meeting Administration and Conduction	_		his practice, it must undertake annual board every three years to facilitate the evaluation.
evaluation to determine the effectiveness of the Board, Board Committees and each individual Director. The NC had conducted the following assessments for the FYE 2022: - Evaluation Individual Directors Pit and proper Contribution and performance Calibre and personality Board and Board Committee Board of information and decision making Board committee Board Committee AC Quality and composition Skills and Competencies Meeting Administration and Conducted Meeting Administration and Conducted Evaluation to determine the effectiveness of the Board, Board Committee FYE 2022: - Board Criteria Board personality Board mix and composition Quality of information and decision making Board Committees' Performance AC Quality and composition Skills and Competencies Meeting Administration and Conducted	Application	: Applied	
Individual Directors • Fit and proper • Contribution and performance • Calibre and personality Board and Board Committee • Board mix and composition • Quality of information and decision making • Boardroom activities • Board's relationship with the Management • Board Committees' Performance AC • Quality and composition • Skills and Competencies • Meeting Administration and Conduction • Meeting Administration and Conduction • Contribution and performance • Calibre and personality	application of the	evaluation to determine Committees and each indiv	the effectiveness of the Board, Board vidual Director.
Individual Directors • Fit and proper • Contribution and performance • Calibre and personality Board and Board Committee • Board mix and composition • Quality of information and decision making • Boardroom activities • Board's relationship with the Management • Board Committees' Performance AC • Quality and composition • Skills and Competencies • Meeting Administration and Conduction • Meeting Administration and Conduction • Contribution and performance • Calibre and personality		Evaluation	Assessment Criteria
Committee Quality of information and decision making Boardroom activities Board's relationship with the Management Board Committees' Performance AC Quality and composition Skills and Competencies Meeting Administration and Conduction			Fit and properContribution and performance
 Skills and Competencies Meeting Administration and Conduct 			 Quality of information and decision making Boardroom activities Board's relationship with the Management
Independence of the Independence criteria in accordance		AC	
Independent Directors with Paragraph 1.01 and Practice Not 13 of the Main Market Listin			with Paragraph 1.01 and Practice Note 13 of the Main Market Listing Requirements of Bursa Malaysia

	For the FYE 2022, the results of the aforesaid evaluations were then collated by the Company Secretary and tabled to the NC for deliberation. Each Director was provided feedback on their contribution to the Board and its Committees. The review supported the Board's decision to endorse all Retiring Directors standing for re-election. The assessment report together with the report on the Board balance (the required mix of skills, experience and other qualities) were discussed and circulated to the Board.
	Based on the assessment carried out, the NC concluded the following: -
	 the Board's current size and composition are appropriate and well-balanced with the right mix of skills. The Board composition comprises individuals with the necessary skills, qualifications and experiences to enable the Board to discharge its duties and responsibilities effectively.
	all the Directors have discharged their duties and responsibilities according to the Board Charter and respective Terms of Reference of the Board Committees.
	 the Independent Directors have demonstrated their ability to act in the best interest of the Company in decision-making and are independent of the Management and free from any business or other relationship which could materially interfere with the exercise of their independent judgement or the ability to act in the best interests of the Company.
Explanation for : departure	
Large companies are require to complete the columns be	red to complete the columns below. Non-large companies are encouraged elow.
Measure :	
Timeframe :	

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

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

Practice 7.1

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

Application :	Applied
Explanation on application of the practice	The Board has adopted Remuneration Policies for both Executive Directors and Non-Executive Directors. For Executive Directors, the remuneration packages have been structured to link rewards to corporate and their individual performance. For Non-Executive Directors, the remuneration packages are based on their experience and level of responsibilities undertaken. The Remuneration Policies are in line with the Group's overall practice
	on compensation and benefits, which is to reward employees competitively, taking into account performance, market comparisons and competitive pressures in the industry. Whilst not seeking to maintain a strict market position, it takes into account comparable roles in similar organisations. The remuneration of the Board is determined on the basis of standards in the market and reflects demands to the expected competencies and efforts in light of the scope of their work and the number of Board and Board Committee meetings.
	The interested Directors abstain from all deliberations and voting in relation to their own proposed remuneration package at the meetings of RC and Board as well as AGM, where relevant.
	The Remuneration Policies are to be regularly reviewed by the RC and Board as and when required.
	The Remuneration Policies for the Executive Directors and Non-Executive Directors are available at the Company's corporate website at https://pttgroup.com.my/ .
Explanation for : departure	

Large companies are requir	Large companies are required to complete the columns below. Non-large companies are encouraged							
to complete the columns be	elow.							
Measure :								
Timeframe :								

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

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

Practice 7.2

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

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

Application	:	Applied	I
Explanation on application of the practice	:	and is respon- among the ren	comprises exclusively of Independent Non-Executive Directors chaired by Dato' Mahamed bin Hussain. The RC discharges its sibilities in accordance with its written Terms of Reference, others, assisting the Board in reviewing the matters relating to nuneration of the Directors and Senior Management. mmary of the RC's activities is as follows: -
		(a)	Reviewed the payment of Directors' fees for the financial year ended 30 June 2021 and recommended the same to the Board for consideration;
		(b)	Reviewed the remuneration packages of the Executive Directors and Senior Management for the FYE 2022 and financial year ending 30 June 2023, and recommended the same to the Board for consideration;
		(c)	Reviewed the payment of Directors' fees and benefits for the period from 1 July 2021 until the next AGM of the Company to be held in the year 2022 and recommended the same to the Board for consideration;
		(d)	Reviewed the payment of Directors' fees and benefits from a day after the Fifty-First AGM until the next AGM of the Company to be held in the year 2023 and recommended the same to the Board for consideration; and
		(e)	Reviewed the Terms of Reference of RC and recommended the same to the Board for adoption.

	The interested Directors abstain from all deliberations and voting in relation to their own proposed remuneration package at the meetings of RC and Board as well as AGM, where relevant.						
	The Terms of Reference of RC was last reviewed on 12 October 2022 and is available at the Company's corporate website at https://pttgroup.com.my/ .						
Explanation for :							
departure							
Large companies are requi	red to complete the columns below. Non-large companies are encouraged						
to complete the columns b	elow.						
Measure :							
Timeframe :							

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

Practice 8.1

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

Application :	Applied
Explanation on : application of the practice	The details of the remuneration of the Directors of the Company for the FYE 2022 are set out in the table below, to which the Directors' fees and benefits had been approved by the shareholders at the Fiftieth AGM: -

				Company ('000)								Group ('000)						
No	Name	Directorate	Fee	Allowance	Salary	Bonus	Benefits-in- kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in- kind	Other emoluments	Total		
1	Dato' Abd Rahim bin Jaafar	Executive Director	0	0	0	0	0	0	0	0	0	300	0	0	37	337		
2	Teo Swee Leng	Executive Director	0	0	0	0	0	0	0	0	0	225	0	0	27	252		
3	Teo Swee Phin	Executive Director	0	0	0	0	0	0	0	0	0	600	0	4.67	73	678		
4	Tuan Sr. Hj. Mohd Farid bin Naim	Executive Director	0	0	0	0	0	0	0	0	0	63	0	0	8.2	71.2		
5	Dato' Mahamed bin Hussain	Independent Director	48	2.4	0	0	0	0	50.4	48	2.4	0	0	0	0	50.4		
6	Datuk Ir. Ruslan bin Abdul Aziz	Independent Director	48	2.4	0	0	0	0	50.4	48	2.4	0	0	0	0	50.4		
7	Dato' Paul Lim Tau Ern	Independent Director	48	2.4	0	0	0	0	50.4	48	2.4	0	0	0	0	50.4		
8	Toh Seng Thong	Independent Director	48	2.1	0	0	0	0	50.1	48	2.1	0	0	0	0	50.1		
9	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here						
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here						
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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						
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						
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						
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						

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.

Explanation on application of the practice Explanation for departure Explanation for departure Explanation for departure During the FYE 2022, the Company only has four (4) key senior management. Therefore, the Company had disclosed the top four (4) Senior Management's remuneration in band of RM50,000, but not on named basis. The details of the remuneration for the top four (4) key senior management in band of RM50,000 for the FYE 2022 are set out in the table below: - Range of remuneration Number of Key Senior Management RM100,000 and below - RM100,000 and Below - RM100,001-RM150,000 - RM200,001-RM200,000 - RM200,001-RM250,000 - RM250,001-RM350,000 - RM350,001-RM350,000 - RM350,001-RM350,000 - RM350,001-RM400,000 - RM350,001-RM350,000 - RM350,001-RM400,000 - RM350,001-RM350,000 - RM350,001-RM350,000 - RM350,001-RM400,000 - RM350,001-RM350,000 - RM350,001-RM400,000 - RM350,001-RM400,000 - RM350,001-RM400,000 - RM350,001-RM400,000 - RM350,001-RM400,000 - RM350,001-RM400,000 - RM350,001-RM350,000 - RM350,001-RM350,00	Application	:	Departure									
management. Therefore, the Company had disclosed the top four (4) Senior Management's remuneration in band of RM50,000, but not on named basis. The details of the remuneration for the top four (4) key senior management in band of RM50,000 for the FYE 2022 are set out in the table below: - Range of remuneration	application of the	:										
RM100,000 and below - RM100,001-RM150,000 2 RM150,001-RM200,000 - RM200,000 - RM250,001-RM300,000 - RM250,001-RM350,000 - RM350,001-RM350,000 - RM350,001-RM350,000 - RM350,001-RM400,000 - RM350,001-RM350,000 - RM350,001-RM350,000 - RM350,001-RM350,000 - RM350,001-RM350,000 - RM350,001-RM350,000 - RM350,001-RM350,000 - RM350,000 - RM350,001-RM350,000 - RM350,000 - RM350,00		÷	management. Therefore, the Company had disclosed the top four (4) Senior Management's remuneration in band of RM50,000, but not on named basis. The details of the remuneration for the top four (4) key senior management in band of RM50,000 for the FYE 2022 are set out									
RM100,000 and below - RM100,001-RM150,000 2 RM150,001-RM200,000 - RM200,001-RM250,000 - RM250,001-RM300,000 1 RM300,001-RM350,000 - RM350,001-RM400,000 1 The Board is of the view that the disclosure of the top four (4) senior management's remuneration on a named basis would not be in the best interest of the Group and may give rise to recruitment and talent retention issues. The Board will ensure that the remuneration of the key senior management is commensurate with their duties and responsibilities, and the performance of the Company. Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			Range of remuneration	Range of remuneration								
RM100,001-RM150,000 2 RM150,001-RM200,000 - RM200,001-RM250,000 - RM250,001-RM300,000 1 RM300,001-RM350,000 - RM350,001-RM400,000 1 The Board is of the view that the disclosure of the top four (4) senior management's remuneration on a named basis would not be in the best interest of the Group and may give rise to recruitment and talent retention issues. The Board will ensure that the remuneration of the key senior management is commensurate with their duties and responsibilities, and the performance of the Company. Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below. Please explain the measure(s) the company has taken or intend to take			RM100,000 and below	-								
RM150,001-RM200,000 - RM200,001-RM300,000 - RM250,001-RM350,000 - RM300,001-RM350,000 - RM350,001-RM400,000 - RM350,001-RM400,000 1 The Board is of the view that the disclosure of the top four (4) senior management's remuneration on a named basis would not be in the best interest of the Group and may give rise to recruitment and talent retention issues. The Board will ensure that the remuneration of the key senior management is commensurate with their duties and responsibilities, and the performance of the Company. Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below. Please explain the measure(s) the company has taken or intend to take			·									
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RM250,001-RM300,000 1 RM300,001-RM350,000 - RM350,001-RM400,000 1 The Board is of the view that the disclosure of the top four (4) senior management's remuneration on a named basis would not be in the best interest of the Group and may give rise to recruitment and talent retention issues. The Board will ensure that the remuneration of the key senior management is commensurate with their duties and responsibilities, and the performance of the Company. 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												
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to complete the columns below. Measure : Please explain the measure(s) the company has taken or intend to take			management is commensurate with their duties and responsibilities,									
		•	•	Non-large companies are encouraged								
	Measure	:	*	e company has taken or intend to take								

Timeframe	:	Choose an item.	

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

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

Practice 8.3 - Step Up

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

Application	:	Not Adopted
Explanation on adoption of the practice	:	

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

There is an effective and independent Audit Committee.

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

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

Application :	Applied	
Explanation on : application of the practice	The Chairman of the AC, Dato' Mahamed bin Hussain, is an Independent Non-Executive Director and is not the Chairman of the Board. Dato' Mahamed bin Hussain's responsibilities and duties as an AC member are disclosed in the Terms of Reference of the AC, which is available at the Company's corporate website at https://pttgroup.com.my/ .	
Explanation for : departure		
Large companies are required to complete the columns below. Non-large companies are encourage to complete the columns below.		
Measure :		
Timeframe :		

There is an effective and independent Audit Committee.

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

Practice 9.2

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

Application :	Applied
Explanation on : application of the practice	The Terms of Reference of AC has been updated to formalise the appointment of a former key audit partner as an AC member requires an observance of a cooling-off period of at least three (3) years. Presently, none of the AC members was former key audit partners of the Company's external audit firms.
Explanation for : departure	
Large companies are requi to complete the columns b	red to complete the columns below. Non-large companies are encouraged elow.
Measure :	
Timeframe :	

There is an effective and independent Audit Committee.

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

Practice 9.3

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

Application	: Applied
Explanation on application of the practice	: The AC is tasked with the annual assessment process on the External Auditors' suitability, objectivity, independence and performance.
	During the FYE 2022, the AC has carried out the annual assessment, which has taken into consideration of the following criteria: -
	(a) Calibre of external audit firm(b) Quality processes/performance(c) Audit team
	(d) Independence and objectivity(e) Audit scope and planning(f) Audit fees
	(g) Audit communications
	Based on the assessment results, the AC was satisfied with the quality of audit, competency and sufficiency of resources, objectivity and audit independence of the Company's External Auditors, Messrs. Moore Stephens Associates PLT.
	Accordingly, the Board has approved the AC's recommendation on the re-appointment of Messrs. Moore Stephens Associates PLT as the Company's External Auditors for the ensuing financial year for the shareholders' approval in the Company's forthcoming Fifty-First AGM.
Explanation for departure	:
Large companies are requ to complete the columns	uired to complete the columns below. Non-large companies are encouraged below.
Measure	:
Timeframe	:

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application :	Adopted
Explanation on : adoption of the practice	The AC comprises exclusively of Independent Non-Executive Directors. Thus, there is a strong and independent element to provide adequate oversight to function effectively and exercise objective judgements independently.

to complete the columns below.

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.

Explanation on application of the practice	: The AC members collectively possess the accounting and related financial management expertise and experience required for the AC to discharge its responsibilities and assist the Board in its oversight over the financial reporting process.
	The individual AC members' qualifications and experience are disclosed in the Profile of Directors in the Company's Annual Report for the FYE 2022.
	The AC members have attended various continuous trainings and development programmes as detailed in the Company's Annual Report for the FYE 2022 to keep themselves updated on the developments on financial standards.
	In addition, updates and developments in the auditors reporting standards were also presented by the External Auditors at AC meetings.
	The AC is responsible for overseeing the financial statements reporting, risk management, internal control system, related party transactions, financial assistance support, internal audit function, and the Company's relationship with Internal Auditors and External Auditors in relation to their scope of work and audit performance.
Explanation for departure	
	uired to complete the columns below. Non-large companies are encouraged

Measure	:	
Timeframe	:	

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

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

Practice 10.1

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

Application	: Applied	
Explanation on application of the practice	The Board has overall responsibility for maintaining a system of internal control and risk management that provides a reasonable assurance of effective and efficient operations and compliance with laws and regulations, as well as with internal procedures and guidelines. The AC is tasked with assessing the Group's internal control environment to determine the adequacy and effectiveness of the system of internal controls put in place by the Management. The review covers the financial, operational, and compliance controls. The Company has appointed an outsourced Internal Auditors, PKF Risk Management Sdn. Bhd., as an integral part of the control structure and risk management framework of the Group. The details of the Group's risk management and internal control framework are set out in the Statement on Risk Management and Internal Control as disclosed in the Company's Annual Report for the FYE 2022.	
Explanation for departure		
Large companies are requ to complete the columns	ired to complete the columns below. Non-large companies are encouraged below.	
Measure		
Timeframe	:	

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

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

Practice 10.2

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

Application :	Applied
Explanation on application of the practice	The Board recognises that having effective risk management and a system of internal controls is an essential part of good business management practice. The Board also acknowledges that all areas of the Group's activities do involve some degree of risk and is committed to ensuring that the Group has an effective risk management framework that allows the Group to identify, evaluate, monitor and manage risks within defined risk parameters that affect the achievement of the Group's business objectives. The Board is assisted by the AC, Internal Auditors, and Management in identifying, approving, and implementing policies and procedures on risk management and internal control. The Group's internal control system, by its nature, is designed to provide reasonable but not absolute assurance against the occurrence of any material misstatements, frauds or losses. The Group's outsourced internal audit function is tasked to independently review the existing systems, controls, and procedures and provide recommendations that would further enhance the internal controls. Based on the audits, the outsourced Internal Auditors provide the AC with independent and objective reports on the state of internal control of the various operating units within the Group and the extent of compliance by the units with the Group's established policies and procedures. The key features of the Group's risk management framework and internal control system are disclosed in the Statement on Risk Management and Internal Control in the Company's Annual Report for
Explanation for :	the FYE 2022.
departure	

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

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

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

Practice 10.3 - Step Up

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

Application :	Not Adopted
Explanation on : adoption of the practice	

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

Practice 11.1

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

Application	: Applied	
Explanation on application of the practice	The internal audit function is supported by an outsourced independent professional service provider, PKF Risk Management Sdn. Bhd., to assist the AC and Board in discharging their responsibilities by providing independent and objective assurance and advisory services that seek to add value and improve the Group's operations. The Internal Auditors report directly to the AC. The AC approves their audit plan and monitors the implementation progress of their audit recommendations upon completion.	
	During the FYE 2022, the AC and Board has appointed PKF Risk Management Sdn. Bhd. as the new Internal Auditors in place of Messrs. Sam & Co.	
	In developing the scope of the internal audit function, the AC was satisfied that —	
	(a) the person responsible for the internal audit has relevant experience, sufficient standing and authority to enable him/her to discharge his/her functions effectively;	
	(b) internal audit has sufficient resources and is able to access information to enable it to carry out its role effectively; and(c) the personnel assigned to undertake internal audit have the necessary competency, experience and resources to carry out the function effectively.	
	The Internal Auditors have and will continue to keep abreast with developments in the profession, relevant industry and regulations to ensure they are able to perform their roles effectively.	
	The internal audit function is independent of the operations of the Company and provides the Board reasonable assurance of the effectiveness of the internal control systems in the Group.	
	During the FYE 2022, the AC has evaluated PKF Risk Management Sdn. Bhd. and is satisfied with the Internal Auditors' competencies, experience, and adequate resources to carry out their function effectively and independently.	

	The details and summary of work of the internal audit function are further disclosed in the AC Report in the Company's Annual Report for the FYE 2022.
Explanation for : departure	
Large companies are requir to complete the columns be	red to complete the columns below. Non-large companies are encouraged elow.
Measure :	
Timeframe :	

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

Practice 11.2

The board should disclose-

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

Application	:	Applied
Explanation on application of the practice	:	The Group has outsourced its internal audit function to an independent professional services firm, PKF Risk Management Sdn. Bhd., which reports directly to the AC.
		The engagement team from PKF Risk Management Sdn. Bhd. is headed by Dr. Wong Ka Fee, who has over fifteen (15) years of experience in internal audit, risk management, compliance review and business advisory. Dr. Wong Ka Fee has a Doctoral Degree in Behavioral Finance from Universiti Utara Malaysia and double Master degrees from two different prestigious Universities from United Kingdom, i.e., Master of Science in Management Consultancy from Liverpool John Moores University and Master of Business Administration from University of Wales. The internal audits carried out by the Internal Auditors are guided by the Internal Auditors Inc., a globally recognised professional body for internal auditors.
		The number of staff deployed for the internal audit reviews ranges from two (2) to three (3) staffs per visit.
		The AC had evaluated and reviewed the internal audit function in terms of scope, competency, resources, and independence. The AC was also satisfied that the Internal Auditors performed their work in accordance with the principles of the international internal auditing standards covering the conduct of the audit planning, execution, documentation, communication of findings, and consultation with key stakeholders on the audit concerns.
		The AC also received assurance from the outsourced Internal Auditors that all assigned engagement team personnel remain independent, objective, and free from any relationships or conflicts of interest in carrying out their internal audit duties throughout the engagement.

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

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

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

Practice 12.1

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

Application :	Applied	
Explanation on : application of the practice	The Board recognises the importance of timely and high-quality disclosure as a key component to uphold the principles and best practices of corporate governance for the Group.	
	In this respect, the Company keeps shareholders informed via announcements and timely release of quarterly financial reports, annual reports, and circulars to shareholders.	
	The Company also has put in place a Corporate Disclosure Policy to ensure the communications to the investing public regarding the business, operations and financial performance of the Company are accurate, timely, factual, informative, consistent, broadly disseminated and where necessary, information filed with regulators is in accordance with applicable legal and regulatory requirements.	
	Nevertheless, the AGM is the principal forum of dialogue with the Company's shareholders. It provides an opportunity for the shareholders to seek and clarify any issues pertaining to the Group and better understand the Group's activities and performance.	
	Lastly, the Company has created an investor relation section on the Company's corporate website at https://pttgroup.com.my/ , which is accessible to the public.	
Explanation for : departure		
Large companies are requi to complete the columns b	red to complete the columns below. Non-large companies are encouraged elow.	
Measure :		
Timeframe :		

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

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

Practice 12.2

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 real	uire	ed to complete the columns below. Non-large companies are encouraged
to complete the columns		
Measure	:	
Timeframe	:	

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

Practice 13.1

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

Γ		
Application :	Applied	
Explanation on :	The Notice of the Fiftieth AGM was issued on 29 October 2021, which	
application of the	is more than twenty-eight (28) days prior to the AGM held on 28	
practice	December 2021. This ensures that shareholders are given sufficient	
	time to read and consider the resolutions to be resolved.	
	The Notice of the Company's forthcoming Fifty-First AGM scheduled to be held on 28 December 2022 is given to the shareholders on 31 October 2022, which is more than twenty-eight (28) days before the date of the AGM. The same practice will apply to the Company's future AGMs.	
	The Notice of AGM also provides further explanation for the resolutions proposed along with any background information and reports or recommendations that are relevant, where required and necessary, to enable shareholders to make an informed decision in exercising their voting rights.	
Explanation for :		
departure		
	in all the consultate the columns halous Nice in the columns in th	
	ired to complete the columns below. Non-large companies are encouraged	
to complete the columns b	eiow.	
Measure :		
Timeframe :		

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

Practice 13.2

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

Application	:	Applied	
Explanation on application of the practice	••	The shareholders are encouraged to participate in the question-and-answer session in the Company's AGM to ensure effective participation and engagement. There were four (4) general meetings held during the FYE 2022 as follows: -	
		Meetings	Date of Meeting
		Extraordinary General Meeting ("EGM")	5 July 2021
		Fiftieth AGM	28 December 2021
		EGM	28 December 2021
		EGM	20 January 2022
		Save for the absence of Mr. Toh Seng Thong during the Fiftieth AGM and EGM held on 28 December 2021, all the Directors attended all the general meetings held during the FYE 2022. The Directors, Chair of the AC, NC and RC, Management, External Auditors and advisors were present during the general meetings to respond to the shareholders' queries.	
Explanation for departure	:		
Large companies are req to complete the columns		ed to complete the columns below. Nelow.	on-large companies are encouraged
Measure	:		
Timeframe	:		

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

Practice 13.3

Listed companies should leverage technology to facilitate-

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

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

Application :	Applied	
Explanation on : application of the practice	During the FYE 2022, the Company's EGMs held on 5 July 2021 and 20 January 2022 were held on virtual basis via the Remote Participation and Electronic Voting ("RPV") facilities through Securities Services e-Portal, to facilitate the shareholders' remote participation and electronic voting. The Administrative Notes of EGMs including online registration and remote participation and voting were provided to shareholders. In addition, a step-by-step guide together with a short audio clip on the online voting module was played prior to the commencement of poll voting. The Company has also undertaken the necessary steps to ensure good cyber hygiene practices are in place including data privacy and security to prevent cyber threats.	
Explanation for : departure		
Large companies are requito complete the columns b	red to complete the columns below. Non-large companies are encouraged below.	
Measure :		
Timeframe :		

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

Practice 13.4

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.

undertaken to ensure the	f adoption of this practice should include a discussion on measures general meeting is interactive, shareholders are provided with sufficient		
	ons and the questions are responded to.		
Application :	Applied		
Explanation on :	The RPV facilities utilised in the virtual EGMs had enabled all		
application of the	shareholders and proxies to communicate with the Board or		
practice	Management via a real-time submission of typed texts through a text		
	box within the Securities Services e-Portal during the live streaming of the EGMs.		
	The Directors had actively responded to relevant questions addressed to them during the virtual EGMs.		
	As for the Fiftieth AGM and EGM held physically on 28 December 2021, the shareholders and/or proxies were encouraged to participate in the question-and-answer session, whereby the Directors, Chair of the AC, NC and RC, Management, and External Auditors in attendance will respond to the shareholders' queries.		
Explanation for :			
departure			
Large companies are requi	red to complete the columns below. Non-large companies are encouraged below.		
,	т		
Measure :			
Timeframe :			

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.

undertaken to ensure the gopportunity to pose question	general meeting is interactive, share	include a discussion on measures eholders are provided with sufficient to. Further, a listed issuer should also	
Application :	Applied		
Explanation on : application of the practice	The RPV facilities hosted on Securities Services e-Portal allowed all shareholders and proxies to communicate with the Board or Management via a real-time submission of typed texts through a text box.		
	provider of RPV facilities, namel Solutions Sdn. Bhd. has the requir	Solutions Sdn. Bhd. as the service y Securities Services e-Portal. SS E red infrastructure and equipment to the general meeting and interactive	
Explanation for : departure			
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure :			
Timeframe :			

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

Practice 13.6

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

Note: The publication of I general meeting.	Key Matters Discussed is not a substitute for the circulation of minutes of
Application :	Applied
Explanation on : application of the practice	The Minutes of the Fiftieth AGM was made available to the shareholders within thirty (30) business days after the Fiftieth AGM at the Company's corporate website at https://pttgroup.com.my/ .
Explanation for : departure	
Large companies are requ to complete the columns I	ired to complete the columns below. Non-large companies are encouraged pelow.
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.

N/A		